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South Africa's
painful dilemma

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still matter?

The Bahamas
Luring back
foreign investors

Survey, separate section

World Business Newspaper

Thirteen killed as
military helicopter
crashes in Germany

Thirteen people were killed when a German military helicopter giving rides at a youth festival crashed yesterday in woodland south of Dortmund. Six of those killed were youngsters from the festival who had won the helicopter ride in a lottery. Dortmund police said. One passenger, who leapt from the helicopter on to a motorway just before it plunged to the ground, was in hospital last night with serious injuries.

China in climbdown on nuclear tests: China said it would accept a ban on all nuclear explosions, in a climbdown that removes an important obstacle to concluding a comprehensive test ban treaty by the end of this month. Mr Shu Zukang (left), China's ambassador to the 38-member United Nations disarmament conference negotiating the treaty, said his country was ready to go along with a "temporary ban" on so-called peaceful nuclear explosions - those for scientific rather than military purposes - in the interests of completing the treaty on time. Page 14

Clinton aids to head Ulster talks: The British government yielded to Irish pressure and agreed yesterday that former US senator George Mitchell, a close aide to President Bill Clinton, should chair next week's all-party talks on a new settlement for Northern Ireland. Page 14; Ireland's two faces, Page 12

UK and France cut loan rates: The UK and France made surprise interest rate cuts. The Bank of France lowered its intervention rate by 0.1 per cent to 3.60 per cent while the UK cut its rate by 0.25 per cent to 5.75 per cent. French rates trimmed. Page 2; UK rates down, Page 8; Editorial Comment, Page 13; Lex, Page 14

New York awards \$1bn airport contract: A contract to design, build and operate a \$1bn international arrivals terminal at John F Kennedy airport in New York has been awarded to a consortium of US, British and Dutch companies. Page 4

Eight killed in air crash: Eight crew members were killed after a Russian-built cargo aircraft crashed as it tried to take off at Zaire's international airport, outside the capital Kinshasa.

Amer shores plummets: Shares in Amer, the Finnish parent of US sports equipment group Wilson, fell 11 per cent after the world's second largest sporting goods maker reported heavy losses in the first four months of the year and warned it would remain in the red in 1996. Page 15

Approval for Japan housing loan bail-out: A Japanese parliamentary committee finally approved a government plan to spend Y885bn (\$63.8bn) of public money towards the liquidation of the country's bankrupt housing loan companies. Little of the money is likely to be disbursed. Page 6

Boost for third world telecoms: WorldTel, the company set up to help boost telecoms in developing countries, has won initial backing from a group of investors and is seeking billion-dollar projects in Asia, Latin America and Africa. Page 14

AT&T agreed to sell its leasing and finance business: AT&T Capital, in a \$2.2bn buy-out being financed from London. The deal will give control of the US's second-biggest equipment leasing group to GRS Holdings, a British-based company financed by the London arm of Japanese securities house Nomura International. Page 15

US financial short-termism backed: The US pursuit of short-term financial performance makes US companies use capital far more productively than their German and Japanese rivals, a study shows. Page 7

Klaus asked to form new government: Václav Klaus, whose centre-right coalition lost its majority in last weekend's Czech general election, has been asked by president Václav Havel to try to form a new government. Page 2

Mystery over Cambodia's Pol Pot: Pol Pot, leader of the Khmer Rouge which ruled Cambodia from 1975 to 1979 and still terrifies the country, is fatally ill or dead, some Cambodian rebel officials said. Page 5

India out for 214: India were bowled out for 214 on the opening day of the first cricket Test against England at Edgbaston, Birmingham. At close of play, the home side had scored 60 without loss in reply. Page 4

STOCK MARKET INDICES

| | | | |
|---------------------|-----------|----------|----------|
| New York | Machine | New York | Gold |
| Dow Jones Ind Av | 5,886.27 | Aug | \$388.4 |
| NASDAQ Composite | 1,242.84 | (-0.31) | |
| Europe and Far East | | | |
| DAX | 2,103.22 | London | 3,885.05 |
| FTSE 100 | (+17.87) | close | (-0.75) |
| Nikkei | 3,709.3 | | |
| | 21,804.46 | | |
| | (-78.97) | | |

US LUNCHTIME RATES

| | | | |
|---------------|-------|----------|----------|
| Federal Funds | 5.1% | New York | Machine |
| 2-yr T-bills | 5.18% | Aug | \$388.4 |
| Long Bond | 8.8% | (-0.31) | |
| Yield | 6.88% | London | 3,885.05 |
| | | close | (-0.75) |

OTHER RATES

| | | | |
|--------------------|-------|----------|----------|
| UK 3-10 Interbank | 5.5% | New York | Machine |
| DM 10-yr Cb | 5.5% | Aug | \$388.4 |
| France 10-yr OAT | 10.5% | (-0.31) | |
| Germany 10-yr Bund | 10.5% | London | 3,885.05 |
| Japan 10-yr JGB | 9.92% | close | (-0.75) |

NORTH SEA OIL (Barrels)

| | | | |
|-------------|---------|---------|----------|
| Brent Dated | 81.15 | Aug | \$388.4 |
| | (18.29) | (-0.31) | |
| | | London | 3,885.05 |
| | | close | (-0.75) |

London Metal Exchange board steps in ■ Rumours of funds forcing down price

Copper falls 15% in hectic two hours of trade session

By Kenneth Gooding in London

Mademonium broke out in the copper market yesterday as the price of the world's most heavily traded metal plummeted by 15 per cent in just two hours of hectic activity on the London Metal Exchange.

Traders said the scale and the speed of the drop was unprecedented. Dealers increased the "spread" or difference between the prices at which they were willing to buy or sell copper to \$0 a tonne - a level previously unheard of - in an attempt to reduce the frantic activity.

The LME board also took action to calm the market by doubling to \$400 a tonne the im-

port cash that would have to be provided by anyone buying or selling copper. This helped the price to recover in late trading but there were rumours that the speed and size of the price fall had done serious financial damage to some market participants.

"Copper has lost 25 per cent of its value and has come down \$300 a tonne in just six trading days," one analyst pointed out. "There are bound to be casualties in a market like that."

At one point early yesterday, copper for delivery in three months on the LME dropped to \$1,910 a tonne, down \$337 from Wednesday's closing price. As the hectic selling died down, the price recovered to close last night

at \$2,105 a tonne, \$142 below

Wednesday's close and \$610 or 22.5 per cent below the 1996 peak reached early in May of \$2,715.

Shares in leading copper producers were relatively unscathed. RTZ-CRA, the world's biggest mining group, was down only 2.4 per cent, by 234p, to 9674p.

Among the big US producers, Asarco shares by mid-day were down 1.1% off \$29 while Phelps Dodge was only 4% off at \$657.

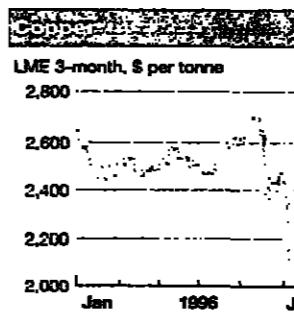
Both the US companies had hedged extensively against lower copper prices. Ironically, it was this protective hedging by North American producers that contributed to the speed of copper's price fall.

Traders suggested that the rout

was started on Wednesday by two US hedge funds that sensed the time was ripe to force copper down. They believed the funds were Mr George Soros's Quantum Fund and Mr Julian Robertson's Tiger Fund. Both funds have a policy of not responding to market rumours about their operations.

The funds' objective was to drive copper down to below \$2,424 a tonne at which point the investment banks and market-makers that had granted "put" options to the copper producers or promised to buy copper from the producers at a certain price would have to start selling.

Analysts were not convinced last night the turmoil was over.



Source: Datstream

Lex, Page 14

Turkey's Islamic party bids for power

By John Berham in Ankara

Turkey's Refah Islamist party will again try to form its first government after the collapse yesterday of an uneasy three-month coalition between the two mainstream parties.

Mr Mesut Yilmaz, prime minister, resigned hours before parliament was due to begin a no-confidence debate which he would almost certainly have lost after Mrs Tansu Ciller, his rival and coalition partner, said her True Path party would vote with the opposition.

The Istanbul stock exchange closed down 2.5 per cent and, although the Turkish lira was stable against the dollar, political uncertainty drove up yields on treasury bills.

President Suleyman Demirel is to begin consultations today with leaders of the six parties in parliament in an attempt to form a new government. Mr Necmettin Erbakan, Refah's leader, who led a campaign to topple the government, was jubilant.

"The problem is solved," he said. "The mandate [to form a government] should be given to us in half an hour and [we] will form a majority government as soon as possible."

However, commentators expect he will again fail to find a majority in parliament. Refah was the leading party after inconclusive elections in December but could not form a coalition. The politically powerful military forced the True Path and Mr Yilmaz's Motherland party into their short-lived alliance to keep Refah from power.

Analysts expect a protracted period of political horse-trading but fear negotiations will fail, leading Turkey to hold fresh elections. Opinion polls indicate Refah would win the elections, taking about a third of the vote.

Refah began working almost immediately after the last election to bring down the coalition by exploiting the rivalry between the two conservative leaders.

Although the True Path and Motherland share pro-business, pro-national and secular values, they are irreconcilably divided as their two leaders battle for control of the centre-right.

Mr Yilmaz said he quit because the constitutional court had just published the full text of a ruling it handed down last month in which it stated that a March parliamentary vote of confidence confirming his government in office was invalid.

The court's explanation showed the government did not obtain a vote of confidence, he said. "I [went] to the president and presented the government's



German chancellor Helmut Kohl (left) and French president Jacques Chirac (right) in expansive mood after three hours of "friendly" informal talks in Paris following a formal summit in Dijon, eastern France, on Wednesday. The two leaders discussed former Yugoslavia, European Union reform and Turkey. Chancellor Kohl said it was vital to have talks away from formal meetings because of the importance of Franco-German relations. Picture: Reuter

Hilton's \$2bn deal wins battle for Bally gaming group

By Tony Jackson in New York and Christopher Price in London

Hilton Hotels of the US is to pay \$2bn in stock for Bally Entertainment, forming what is claimed to be the world's biggest casino operator. Hilton will also take on Bally's debt of \$1bn.

The deal ends a long-running tussle for ownership of Bally between Hilton and the rival hotel and gaming group ITT. Previous talks with both suitor had reportedly broken down over Bally's insistence on a higher price.

Hilton will have a four-for-one stock split, then pay one new share for each of Bally's. Hilton's shares were up 4% at \$1185 by luncheon yesterday, valuing Bally shares at \$290. Hilton said that if the value of the offer was below \$27 by closing it would make up the difference in cash, subject to a limit of \$3 in cash.

Mr Arthur Goldberg, Bally's chairman, will join the board of the merged company. Bally shares rose 3% to \$27.75 in early trading.

Ladbrokes, the UK leisure group which owns the Hilton brand outside the US, said last night the deal would have no effect on its discussions with Hilton on reuniting the brand worldwide.

These are thought to involve the possible sale of Ladbrokes' interests. Talks were continuing, Ladbrokes said.

News of the tie-up was said to have been behind the 5p fall to 16p in Ladbrokes shares on the London market.

The combined business of Hilton and Bally will have gaming revenues of \$337m, which the companies said would be almost 25 per cent bigger than its nearest rival. It will have a total of 15 casinos, with 800,000 sq ft of gambling space. Both own casinos in Las Vegas and Atlantic City, with Hilton stronger in the former and Bally in the latter.

The deal marks a consolidation of the US gaming industry. Several US states have recently ruled against relaxation of rules against gaming, thus narrowing the prospects for new entrants.

Mr Stephen Bollenbach, Hilton's chief executive, said: "It has been our stated goal to be the winner in the [industry's] consolidation, and this transaction is the key step."

Bally Entertainment - which is unconnected with Bally Gaming, the fruit machine manufacturer - has two casinos in Atlantic City. It also owns Bally's in Las Vegas, as well as a dockside casino near Memphis and a riverboat casino in New Orleans.

Hilton owns or operates 10 casinos around the world, including the Flamingo in Las Vegas and the Las Vegas Hilton, both close to Bally's on Las Vegas Boulevard. It also has casinos in Canada, Australia and Turkey.

Mr Bollenbach said the deal would probably add to Hilton's earnings in the current year and would not affect the investment grade status of Hilton's debt.

Continued on Page 32

World stocks, Page 32



MICHAEL SCHUMACHER'S CHOICE

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Turkey goes back to square one

Yilmaz or Ciller (or both) may have to quit to break deadlock

By John Barham in Ankara

The resignation yesterday of Mr Mesut Yilmaz as Turkey's prime minister after barely three months in office propels the country's deadlocked political system back to where it stood in the aftermath of inconclusive general elections last December.

Then, voters gave no party a clear mandate to govern and showed no preference for either of the two conservative parties which are battling for control over the centre-right, traditionally the centre of gravity of Turkish politics.

The only difference now is that the depth of animosity between Mr Yilmaz's Motherland party and the True Path party of Mrs Tansu Ciller makes it very unlikely that a conservative coalition can be reassembled while both lead their parties.

"The key here is the Ciller-Yilmaz rivalry. One of them has to go," said Mr Sedat Ergin, Ankara bureau chief of the newspaper *Hürriyet*, yesterday. President Suleyman Demirel is expected to allow Mr Yilmaz to remain in office in a caretaker capacity while party leaders try to find a new governing formula.

Commentators have advanced a number of possible solutions to the impasse: a new centre-right coalition under the sole command of Mr Yilmaz, Mrs Ciller or a third compromise figure; a coalition of centre-right and centre-left parties to block the rise of Refah; the Islamist party; or even a coalition between Refah and True Path or Motherland.

Mr Demirel is expected to play a central role in the resolution of the political crisis, with the army also exercising a strong but discreet influence.

"Political leaders will try various scenarios, but very probably they will all fail," Mr Ergin said. He forecast early elections either in the autumn or spring of 1997.

One western diplomat expressed the view that President Demirel and the army should help Turkey "to find a neutral leader who can stabilise the political system, and who can stabilise the economy [before] we can go to early elections".

The head of the military, General Ismail Hakkı Karadayı, had an hour-long meeting with the president yesterday, although state-run TRT television said the talks were routine.

The diplomat said he believed both Mrs Ciller and Mr Yilmaz might be deposed by their parties, allowing a unifying figure to emerge.

Opinion polls indicate that

widespread disgust at the perceived incompetence and corruption of the mainstream secular leaders would ensure Refah a victory in elections. But Mr Yilmaz and Mrs Ciller seem to prefer this to admitting defeat in their struggle for control of the centre-right.

Refah took 33.5 per cent of the vote in local by-elections on Sunday, against 21 per cent for Motherland and 12 per cent for True Path.

Business leaders were yesterday attempting to put a brave face on the deteriorating political situation. Mr Yavuz Canevi, a prominent Istanbul banker and head of the foreign investors' association, said:

"We are accustomed to this kind of political crisis. We are ready to wait another three months for [a solution]. The negative side is that people are not making medium-term decisions. I think we may have

another year of instability." A senior European banker said his bank had temporarily ceased looking for business in Turkey.

Business executives believe the treasury and central bank - which has official reserves of \$15.15bn - can steer the economy during the summer, but fear a financial crisis in the autumn as economic indicators deteriorate and populist policies ahead of elections accelerate inflation and government spending. Annual inflation is already running at 63 per cent.

Interest rates are moving upwards to reflect growing political uncertainty. Yields on treasury bills now stand at 134 per cent at a compounded annual rate even though yields have traditionally declined in the summer. This yield is equivalent to about 50 per cent in real terms, a rate reserved only for the highest risks.

Sarajevo jams EU \$10m telecoms proposals

By Harriet Martin in Sarajevo

A planned telecommunications system for Bosnia has been put in jeopardy by the government's decision to reject a \$10m European Union proposal on grounds that the scheme presume the country

was contravening European Union laws by requiring foreign securities dealers who wish to operate there to have a registered office in Italy. The case was referred to the court by the European Commission, which ruled in 1991 that the rules breached rules dealing with freedom of movement of people and services.

The Commission said the requirement that foreign investment firms must have a registered company in Italy, rather than a branch or agency, was unfair discrimination, since it imposed extra costs on foreign operators. Italy had maintained for five years that foreign securities dealers could only be properly supervised if they were registered in Italy.

It may now drop the rules, or it could be sued for damages in the European Court by foreign companies if it fails to do so.

Neil Buckley, Brussels

Bank of France trims base rate

The Bank of France shaved 0.1 percentage point off its base intervention rate yesterday to bring it down to 3.80 per cent, in a move that was not expected by the financial markets in view of the Bundesbank's decision to leave its rates unchanged last week.

But the small rate cut gave the Paris Bourse's CAC-40 index a modest 0.8 per cent boost on the day, and left the franc slightly stronger at FF13,399 to the D-Mark at the close of trading in Paris. Dealers read it as a sign of the central bank's confidence in the strength of the economy, apparently unshaken by this week's labour unrest.

Protesting against feared job cuts, rail workers marched yesterday to parliament, which next Tuesday will debate the future of the heavily indebted state-owned SNCF rail company. The unions want the government to take over a large portion of the SNCF's FF720bn (\$83.5bn) debt, but without the accompanying productivity improvements it demanded of workers last autumn. A 24-day national rail strike ended with the government withdrawing its rail reform plan and changing the head of the SNCF. David Buchan, Paris

Gibraltar chief warns Madrid

Gibraltar's new chief minister, Mr Peter Caruana, yesterday warned there would be no progress towards a reconciliation with Spain while Madrid maintained restrictive border controls.

"It is inconceivable there can be any bridge-building while these restrictions continue. This is political, social, and economic harassment of one member of the European Union by another," he said. The reluctance of Mr Caruana's predecessor, Mr Joe Bossano, to crack down on the colony's smugglers prompted Madrid to impose stiff border checks on Gibraltar's land frontier with Spain last year.

Mr Caruana, who was in London for his first official talks with the UK government since being elected, said: "We've come up with a proposal to be implemented by Christmas which will form the backbone for the three entities to integrate with each other. We won't implement the scheme unless we have a memorandum of understanding from the state government."

The European Commission is funding the project, as the first phase of an \$80m plan

financed by the European Bank for Reconstruction and Development to rebuild telecommunications throughout

Bosnia.

Mr David Hardman, a Commission infrastructure expert, said: "We've come up with a proposal to be implemented by Christmas which will form the backbone for the three entities to integrate with each other. We won't implement the scheme unless we have a memorandum of understanding from the state government."

Mr Hardman, who was in London for his first official talks with the UK government since being elected, said: "We've come up with a proposal to be implemented by Christmas which will form the backbone for the three entities to integrate with each other. We won't implement the scheme unless we have a memorandum of understanding from the state government."

Government officials claim the plan, based on three routes following the complex lines of the country's political divisions, is technically illogical and uneconomic in comparison with single nationwide network.

International officials admit that it would be more expensive and that the three networks would have only limited interconnections, but that it was the only proposal likely to win acceptance by all sides.

One official said: "What is the alternative? If they reject this, we force them each to do it themselves, and that probably means becoming completely separate."

Mr Cacic insists that these purchases are legitimate because they were made by a company with no legal links to behalf of employees.

He said payment had been made by using frozen foreign exchange deposits - the government agreed to compensate the thousands of individuals whose foreign currency deposits were confiscated by the National Bank of Yugoslavia in 1991. It will take 10 years for these debts to be paid off and the certificates can in the interim be used to buy shares on the secondary market at a 30 per cent discount, they are the cheapest way of buying equity.

Mr Kovac says Coning Holding bought DM1.08m (\$170,000) worth of frozen deposits in 1992 and used these to buy shares.

Analysts say many directors of privatised companies in Croatia have used company funds to buy shares for themselves to the detriment of other shareholders, but few of these cases have been investigated.

Since Coning was completely owned by its employees and all their shares were paid off, the fund's allegations constitute only a technical violation of the privatisation rules.

Mr Cacic, who the communists sentenced to six months in jail for "destruction of the self management system", says he will be taking the case to court.

The initiative follows plans by the authorities in the self-styled Serb "republic" in Bosnia to employ OTE, the Greek state telecoms company, to devise a network which would keep the entity independent from the rest of the country.

It appears that the government is now planning to build its own limited network, buying switching and microwave equipment to link territory it controls in the north-west of the country with the enclave of Gorazde in the east.

The initiative follows plans by the authorities in the self-styled Serb "republic" in Bosnia to employ OTE, the Greek state telecoms company, to devise a network which would keep the entity independent from the rest of the country.

The decision to raise pensions reflected increasing political pressure from hardliners in the governing Panhellenic Socialist Movement (Pasok). Mr Simitis wants to defuse criticism of the government's economic stabilisation policy ahead of a Pasok congress later this month. In order to stay in office, he must defeat a leadership challenge from public administration minister Akiis Tsotsatzopoulos, leader of the party's hardline faction.

Kerin Hope, Athens

ECONOMIC WATCH

Plea from German builders

Germany

Building investment forecasts

Year on year % change

1996 1997

↑ Housing ↑ Total

Commercial Public works

Source: Handelsblatt der Deutschen Bauindustrie

The German government has been urged by an industry leader to ignore the Maastricht criteria for a single European currency and to spend money instead on public investments to revive the construction industry. "Saving to death would be wrong," Mr Christian Roth, chairman of the Association of the German Construction Industry, said yesterday. The construction industry is facing its worst crisis in decades. According to Mr Roth, about 100,000 more jobs than expected had been lost and there had been a record number of insolvencies in the industry. Analysts had been expecting the recession in the industry to continue well into this year, but latest figures show that, with the exception of commercial properties in western Germany, it is likely to persist into 1997.

■ The Dutch trade balance showed a surplus of Fls.1bn (\$4.7bn) in the first quarter of the year, a fall of 5.8 per cent from the same period of 1995.

■ Retail sales in Italy in February rose 10.2 per cent from a year earlier.

Klaus will try to form new Czech government

By Vincent Boland in Prague

Mr Václav Klaus, whose centre-right coalition lost its majority in last weekend's Czech general election, has been asked to try to form a new government. President Václav Havel called on him to begin talks after the main opposition party, on which any new administration will rely for support in parliament, dropped its outright insistence that Mr Klaus step aside.

Both moves signalled a breakthrough in the stalemate that resulted from the inconclusive election. They followed a meeting yesterday between Mr Havel and leaders of the four main political parties. It was the first time since the vote that Mr Klaus had met Mr Miloš Zeman, leader of the opposition Social Democrats.

Mr Zeman is the new power-broker in Czech politics since his CSSD's strong showing in the election, when it increased its vote from 6 per cent to 26 per cent and won 61 seats. He appears to have wrung substantial concessions from Mr

Klaus's Civic Democratic party (ODS) that will effectively allow the CSSD to dominate parliament. The ODS gained 68 seats - fewer than in the previous parliament, although its share of the vote stayed the same.

The outgoing three-party coalition has 99 of parliament's 200 seats. The opposition, apart from the CSSD, has 40 - the Communists 22 seats and the extreme rightwing Republicans 18.

In a statement after the meeting, President Havel said the three parties in the outgoing coalition - the ODS, the Christian Democrats (KDU) and the Civic Democratic Alliance (ODA) - had agreed that Mr Klaus would be their nominee for prime minister.

"I have asked Václav Klaus to begin the respective negotiations on forming a new government as a result," he said. The CSSD had agreed to support such a minority government "under certain conditions". One of these was being awarded the chairmanship of parliament.

The ODS had a majority of portfolios in the outgoing cabinet but seems prepared this time to give half the 16 posts to its minority partners.

The KDU, which has 18 seats in parliament, wants five of those posts, while the ODA, which has 13 seats, wants the eight seats split equally.



Václav Klaus: opposition withdrew objection to him Trevor Marshall

Croatia accused of sell-off dirty trick

By Gavin Gray in Zagreb

Mr Radimir Cacic, a Croatian opposition leader, has accused the government of manipulating the country's privatisation regulations to damage his political career.

The row - over a government decision to revoke the sale of Coning Holding, a consultancy company Mr Cacic founded and led through privatisation - also threatens to involve the prime minister, Mr Zlatko Matos, who was head of the privatisation agency in 1992 and approved the initial valuation of Coning.

Mr Milan Kovac, the present head of the Croatian Privatisation Fund and a member of the ruling Croatian Democratic Union (HDZ), said the company would be valued again using different methodology.

Mr Kovac said this week that, following a fraud squad investigation, all but 8.86 per cent of the stock would be confiscated from the shareholders because of breaches of the privatisation law. He alleged that the company's own funds had

been used to buy shares. Coning was valued at DM9.1m in 1992 when it was privatised through an employee buyout. Croatian law allows employees to pay for their shares in instalments but bars their employers from providing finance.

Mr Cacic, an architect, founded Coning in 1978 to provide design and consulting services to Yugoslavia's construction industry. Mr Kovac

owned company - the main industrial structure in Yugoslavia at the time involving control of the company by its employees.

Mr Cacic is president of the Croatian People's party (HNS) which has only two seats in the 127-seat parliament, but is influential. He was instrumental in setting up an opposition coalition at last October's elections which limited the scale of the HDZ victory. Mr Kovac

is SEI's chairman and a member of the above-mentioned two companies in The Financial Times Limited. Number One Southwark Bridge, London SE1 9HL.

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JULY 1996

Spain set for big opening of economy

By David White in Barcelona

Spain's centre-right government is set to approve today what Mr Rodrigo Rato, economy and finance minister, has described as an urgent package of initiatives aimed at deregulation and the encouragement of small businesses, job creation and long-term savings.

The plan, foreshadowed before the March general election, has become all the more important because of a slowdown in year-on-year economic growth to 2 per cent in the first quarter, after a 3 per cent rate for the whole of 1995.

It follows the announcement of a Pta200bn (\$1.4bn) cut in this year's public spending budget. The government, hoping this will be adequate to keep the budget deficit on track for the European single currency, is counting on higher growth in the remainder of the year to bring in sufficient tax revenues.

Mr Rato told senior international business executives in Barcelona on Wednesday night the package would include "a wide range of liberalisation measures" to increase competition in energy, housing, transport and telecommunications.

These plans include easing regulations on building land and scrapping price ceilings for diesel fuel, a move the industry expects will lead later to the complete freezing of petrol prices.

The government also planned in the near future to present a broad programme of privatisations and aimed to open up competition in monopolistic sectors. Deregulation, rather than monetary policy, would be the government's main instrument for bringing down inflation from 3.5 per cent to a target of 2.6-2.8 per cent next year, Mr Rato told the Fortune Global Forum meeting.

Today's package is expected to include incentives for employers to hire over-45s and

under-25s on a permanent basis. Figures yesterday for registered unemployment showed a fall of more than 67,500 in May to 2.6m, or 14.86 per cent of the active population, down from 14.85 per cent in April, with a record number of 739,000 job placements.

Measures for small companies include allowing them to revalue fixed assets in their balance sheets to take account of inflation. This step, which follows strong pressure from industry, will enable them to reduce their tax burden by declaring higher depreciation charges. The last time they were permitted to update their valuations was in 1983, under the Socialists.

Mr Rato indicated there would be revised tax treatment for capital gains and moves to extend companies' protection from double taxation. The measures, he said, were designed "to give Spanish companies the best chance to compete in global markets".

He also said the government had invited proposals from construction companies for the co-financing or private-sector financing of infrastructure projects to "fill the gap" left by the state's reduced public works budget - the main victim of the latest expenditure cuts.

Details of the economic package were discussed this week between the ruling Popular party and the Catalan nationalists, its main parliamentary allies. Mr Jordi Pujol, the Catalan leader, said he intended to give the government in office for just over a month, more time to prove itself and would review progress near the end of September, when the 1997 budget goes to parliament.

He warned that the new regional financing deal negotiated between the two parties was "crucial" for continued Catalan backing. The government needed to show it had "the capacity and the will to fulfil its part of the bargain", he said.



A poster in St Petersburg of candidate Grigory Yavlinsky

Yavlinsky urges vote against 'stupidity'

By John Thornhill in Moscow

Mr Grigory Yavlinsky, the radical economist, yesterday tried to inject some life into his lacklustre presidential campaign by urging Russian voters to reject their Communist past and authoritarian present and opt for a democratic future.

The 44-year-old leader of the liberal Yabloko faction, who has been trailing badly in the polls, said Russians should choose the third force in Russian politics and support the non-Communist democratic opposition to President Boris Yeltsin.

"Every vote cast for the democratic opposition will be a vote for the termination of war, a vote for freedom in Russia, a vote for the limitation of stupidity in Russia, a vote for the reduction of (nationalist leader) Zhirinovsky's influence, and a vote for the people to have an influence on the authorities," he said.

Despite holding recent talks with Mr Yeltsin, Mr Yavlinsky launched a ferocious attack on the president, accusing him of leading a "bloody autocratic regime".

He described Mr Yeltsin's recent peace initiative in Che-

chnya as a cynical "flop" which had disturbing Orwellian overtones. By describing war as peace often enough Mr Yeltsin was simply hoping to persuade people there was no fighting in the ravaged southern region, he said.

If Boris Yeltsin, the oligarchic, monopolistic, criminal and corrupt regime will grow stronger

"If Boris Yeltsin wins the elections, the oligarchic, monopolistic, criminal and corrupt regime will grow stronger in Russia. This is very dangerous. This will be the legitimisation of authoritarian power and an authoritarian regime in Russia," he said.

Mr Yavlinsky was also highly critical of Mr Gennady Zyuganov, the Communist party candidate, and flatly rejected suggestions the two might form an alliance.

Despite pressure from many of the younger generation of Russian democratic leaders to stand down in favour of Mr Yeltsin, Mr Yavlinsky vowed to fight the elections to the end and said he had a good chance of making it through the first round on June 18 if the turnout was high enough.

Mr Yavlinsky also dismissed the possibility he might back out in favour of another candidate from the so-called "third force" in Russian politics such as Mr Alexander Lebed, the former army commander, or Mr Svyatoslav Fyodorov, the populist eye surgeon.

Mr Yavlinsky's campaign has seemingly been handicapped by poor organisation in the regions and his election manifesto has still not been published in the press.

Unlike Mr Yeltsin and Mr Zyuganov, who have been campaigning nationwide almost constantly over the past month, Mr Yavlinsky has also been all but invisible in the media. He complained that TV channels devoted 80 per cent of their coverage to the president and 10 per cent to Mr Zyuganov, while ignoring other candidates. "I think the brew fed to our citizens is disgraceful," he said.

Clip card steps up rivalry in electronic 'purses'

By Motoko Rich in Seville

Competitors in the new market for "electronic purses" intensified yesterday with the launch by EuroPay International, the payment card organisation, of its Clip card.

Other organisations, such as Mondex in the UK, Geldkarte of Germany and Proton of Belgium, are already holding trials of cards "loaded" from bank accounts and spent instead of cash in shops and other retail outlets.

Clip cards are designed for small transactions, averaging about Ecu25 (\$30), and will be loaded from automatic tellers and personal computers.

Europay, owned by 7,000 member banks, claimed its card would have the advantage because transactions could be traced - each purchase is recorded at the point of sale, and banks can obtain records. Rival cards work like cash, with no record of individual transactions.

Some observers think audit trails could make the cards too expensive to administer. But Mr Louis-Noel Joly, who takes over as chief executive of Europay today, said: "The audit will be only the exception. So the records can be kept cheaply on low-level memory in computer archives."

Mondex yesterday welcomed the launch. Its trial in Swindon in the UK has attracted 10,000 customers; plans to roll out the card throughout the UK in late 1997. Mondex is being tested in San Francisco and will be "piloted" in Hong Kong and Canada later this year. Mondex suppliers are developing machines to accept all types of "electronic purse".

Observers believe it will be some time before consumers and retailers welcome electronic cash. "Notes and coins are fast and efficient for low-value transactions," said Mr Peter Hirsch, managing director of Retail Banking Research, the payment systems consultancy.

Kohl and Chirac plan to push EU

By David Buchan in Paris

France and Germany want the forthcoming European Union summit in Florence to fix ambitious goals for European foreign and security policy co-ordination to give the EU's sluggish intergovernmental conference (IGC) fresh impetus.

This emerged out of talks which President Jacques Chirac and the German Chancellor, Mr Helmut Kohl, started at Wednesday's regular Franco-German summit in Dijon and carried on less formally for three hours yesterday at the Elysee Palace in Paris. The two countries do not appear ready to propose anything substantially new, but

rather to give a push to the earlier proposals to the IGC calling for a higher-profile EU foreign policy and a mechanism to allow groups of member states to forge ahead without being held

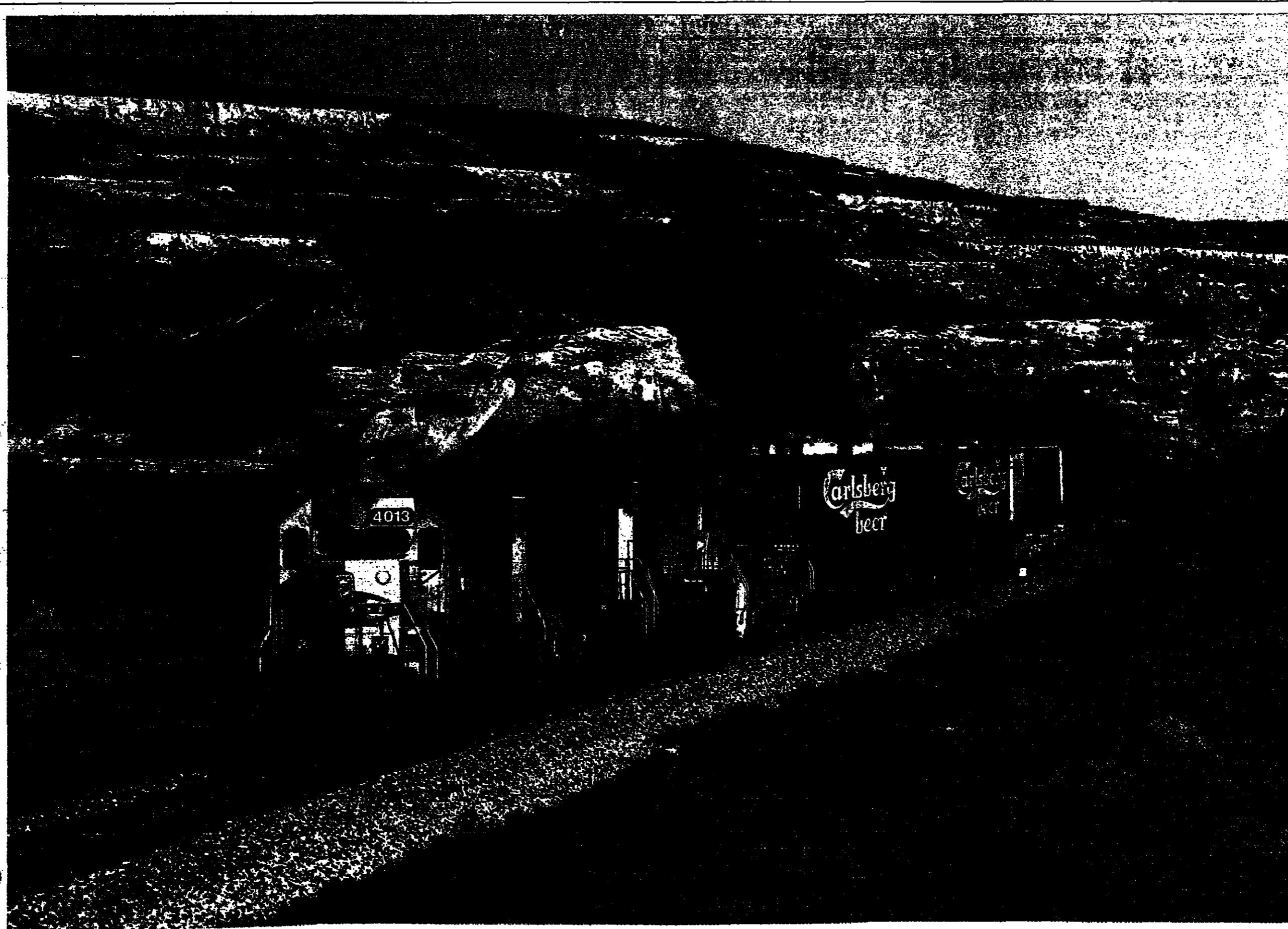
back by dissidents. France and Germany seem frustrated at the slow pace of the EU's constitutional revision and are concerned that the Italian presidency's agenda for Florence is a bland and voluminous rehearsal of the entire state of IGC negotiations.

Paris and Bonn are keen to keep up the momentum towards new European security arrangements engendered by France's rapprochement with Nato, which in turn appears to have triggered an acceleration in its bilateral military

and the situation in Turkey following the resignation of its prime minister yesterday, Mr Chirac and Mr Kohl tackled preparations for the G7 summit in Lyons at the end of this month.

As the G7 host, Mr Chirac wants to see aid and debt relief to developing countries discussed at Lyons, but has so far failed to persuade the Germans to support the idea of the International Monetary Fund selling off more of its gold to help poor countries.

In the wake of Wednesday's substantial street demonstrations by workers at Electricité de France protesting against pressure, chiefly by the European Commission and Germany, for liberalisation of the European electricity market, French officials yesterday refused for now to give any details of the compromise the government is reported to have reached with Bonn on partial opening of the electricity market.



Probably the best beer in the world.

In search of fair skies over the Atlantic

Talks between BA and American have intensified debate on US-UK access, writes Michael Skapinker

As airlines prepare for the northern hemisphere summer season, one topic dominates conversation. When will British Airways and American Airlines conclude their negotiations and launch the most powerful alliance the aviation industry has seen?

Some in the industry believe BA and American might restrict themselves to co-ordinating routes and selling seats on each other's flights. Others think the two carriers will exchange equity stakes or even create a new company called British American Airlines.

What is clear is that an announcement by BA and American that they want to form an alliance would be only the beginning of a protracted process. Winning approval for any alliance from the US authorities is likely to take months.

Some officials believe that little progress is likely until after the US presidential elections in November. US officials have only recently begun to discuss the alliance in any detail with American. A senior US administration official travelled to American's headquarters in Dallas for discussions last week. "They hadn't kept us informed," one US source said.

When UK and US officials are ready to discuss an alliance in detail, several problems will confront them.

The first is that a far-reaching alliance will require anti-trust immunity from the US

authorities. The US has made clear, however, that it will not grant immunity unless the UK is prepared to renegotiate the bilateral aviation treaty that dictates which UK and US airlines can fly across the Atlantic to different cities.

The US says the treaty does not allow its carriers sufficient access to London's Heathrow, the busiest international airport in the world. American and United Airlines are the only two US carriers allowed to fly into Heathrow.

The US is demanding an "open skies" agreement with

The US wants an 'open skies' agreement in return for approval

the UK as the price for approving a deal between BA and American. The difficulty is that the US and the UK have different ideas of what open skies means. To the US, it means the right of airlines from one country to fly to any airport in the other. It also means US airlines should have "beyond rights", the ability to fly from Heathrow to any other point in the world.

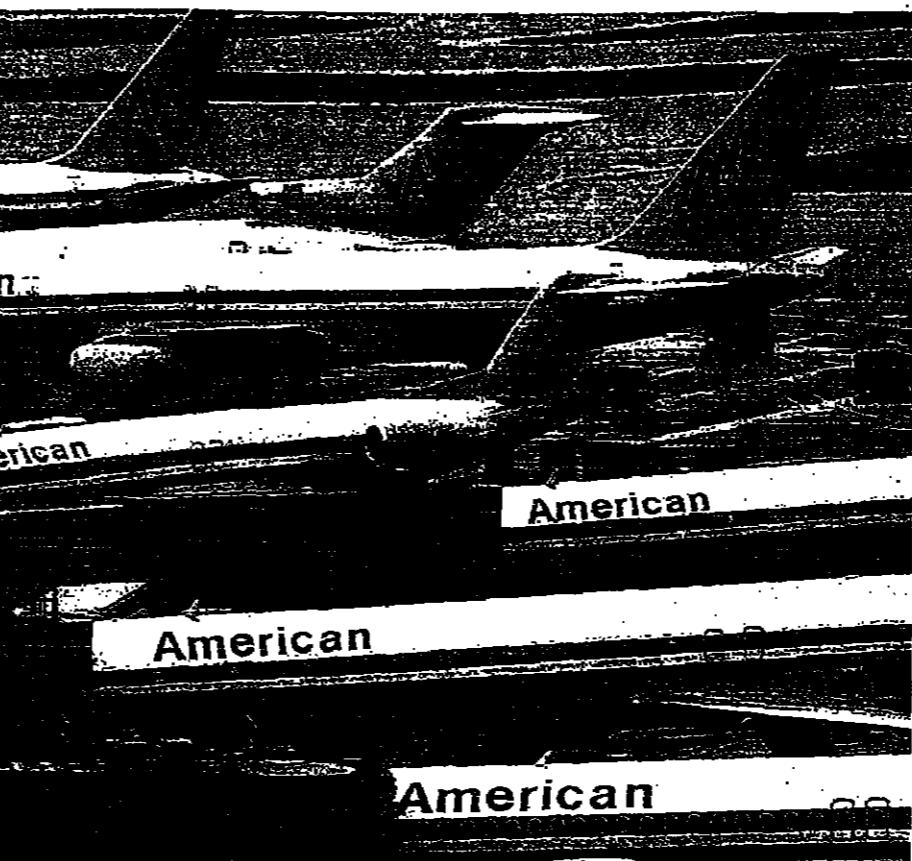
Officials in the UK seem reasonably comfortable about granting US airlines free access to Heathrow. The UK is

far more resistant to granting US airlines beyond rights. The UK believes the US demand for beyond rights is one-sided as the Americans cannot offer anything substantial in return. There are few countries that UK carriers would like to fly to from the US, whereas US airlines could use Heathrow as a base to compete with BA on prime destinations to the Far East and elsewhere.

The US will try to assuage UK anxiety by pointing out that winning the right to fly from Heathrow is only half the battle. US carriers would still have to get permission to land in third countries, a process which could take years. The UK is unconvinced. "The US has a fair amount of clout in countries such as Singapore, Malaysia, the Philippines and Japan," one UK official says.

Even granting free access to Heathrow is fraught with difficulties. The UK will say that if US airlines win the right to fly to Heathrow, they will have to accept that the airport is full. If US carriers want to use Heathrow they will have to follow the example of Virgin and British Midland, which spent years accumulating landing and take-off slots at airports. "An open skies agreement can't magic slots out of nowhere," a UK official says.

This attitude is unacceptable to US carriers such as Delta Air Lines, which wants to fly to Heathrow. Mr Scott Yohe, Delta's vice-president for government affairs, says: "The US government has got to obtain



On course for an alliance with BA - and trouble with everyone else

assurances that US carriers

that want to take advantage of the new regime can do so.

There should be some slots

available at Heathrow if a BA-American alliance goes ahead.

Combining the two airlines' operations would give them an overwhelming position on UK-US routes. The two carriers together control 60 per cent of flights between the US and the UK. They account for 70 per

cent of traffic between London and New York. They would almost certainly be required to give up some of their flights if their alliance was to be approved.

Virgin is likely to demand, however, that it, rather than US airlines, receives some of those slots. Virgin is also likely to call on the US and UK governments to block a BA-American alliance on the grounds

that it would be too big and would act against consumers' interests.

Mr Will Whitehorn, spokesman for Virgin Atlantic, says:

"They are attempting to dominate the transatlantic market. It will prevent other companies from expanding. This is completely different from any other deal ever concocted. It's Aeroflot Mark II in the capitalist west."

New York awards \$1.1bn airport work

By Andrew Taylor, Construction Correspondent

year by Lehman Brothers and Citicorp Securities, also members of the consortium.

Construction, due to start next year, is planned to be completed by early next century. The consortium will return the terminal to the port authority after 25 years. It will be responsible for managing the terminal and sub-letting substantial retail and leisure facilities which are expected to command premium rents.

Mr Pataki said: "The project will draw on the ability of private sector companies to deliver top quality services at the best possible price. Redevelopment of the international arrivals building will significantly contribute to the region's economy, especially in such vital sectors as international business and tourism."

JFK last year handled 17m international passengers more than any other US airport.

The new terminal will provide 1.4m sq ft of accommodation enclosed largely by glass walls. It will replace the existing international terminal opened in 1958 when passenger volumes were much smaller.

Morse Diesel will carry out the construction of the terminal. Amec, its UK parent, is currently leading the joint venture building an 800m (\$1.2bn) terminal at Chek Lap Kok, Hong Kong's new international airport.

US trade policy 'encouraged heavier smoking in Asia'

By Guy de Jonquieres, Business Editor

Aggressive action by US trade diplomats to prise open Asian tobacco markets has resulted in a substantial increase in smoking in those countries, with adverse consequences for health, an independent US study has found.

The National Bureau of Economic Research, a non-profit research organisation, estimates that in 1991 average cig-

arette consumption per head was almost 10 per cent higher in Japan, Taiwan, South Korea and Thailand than it would have been if their markets had remained closed.

Given the substantial health consequences of cigarette smoking, one likely consequence of this liberalisation of trade is an increase in the morbidity and mortality associated with cigarette smoking in these countries," the study says.

It estimates that if China and other east Asian markets had also yielded to US pressure to open their markets to imports, under threat of retaliatory trade sanctions, cigarette consumption in the region would have been 7.5 per cent higher.

The US tobacco industry, which exports almost 30 per cent of its cigarette production, has repeatedly denied suggestions that its entry into previously closed markets has

encouraged higher consumption levels. However, the NBER study claims to be the first to attempt to measure smoking trends in Asia using a sophisticated economic model to analyse data from export markets. It compares consumption patterns with those in six other Asian countries, adjusted to reflect national income.

It finds that in the four markets, consumption of US cigarettes was more than 600 per

cent higher than when they signed agreements, under pressure from Washington, to admit foreign tobacco products.

The study suggests US exports helped raise overall consumption partly because they led to stiffer price competition and because they were backed by powerful advertising and marketing campaigns.

The study notes that the US acted most aggressively to open foreign tobacco markets

under the Reagan and Bush administrations. The Clinton administration had taken a softer line, saying it would respect other countries' health regulations, even if they conflicted with US law.

The study suggests US exports helped raise overall consumption partly because they led to stiffer price competition and because they were backed by powerful advertising and marketing campaigns.

WORLD TRADE NEWS DIGEST

Siemens wins Philippine deal

Siemens of Germany yesterday won a \$650m contract to build a 590MW gas-fired power plant at Batangas in the Philippines. The contract, awarded by First Gas Holdings, a joint venture between British Gas and a local partner, also includes infrastructure and fuel transportation facilities for the plant 80km from Manila.

The power station will be supplied with natural gas by pipeline from the Malampaya gas field in the Philippines, which has reserves of 12,000bn cubic metres. The Malampaya gasfield, jointly controlled by Shell Philippines, the local arm of the Anglo-Dutch group, and Occidental of the US, recently became the subject of controversy when the Philippines government announced plans to import liquefied natural gas (LNG) to supply local power stations.

Shell and Occidental argued that the gasfield, which has the capacity to supply the equivalent of 3,000MW of power a year for 20 years, was more than sufficient for local needs. They also argued that importing LNG would undermine the country's drive for energy self-reliance and led to unnecessary foreign exchange risks.

Edicard Luce, Manila

Canada faces magazine dispute

The US yesterday called for establishment of a World Trade Organisation disputes panel to examine Canada's allegedly discriminatory treatment of imported magazines.

Though Canada refused to accept a panel at the first time of asking, under WTO rules it must do so when the request is made again at the next meeting of the dispute settlement body on June 19. Washington says Canada bars the import of some periodicals, imposes discriminatory excise taxes on so-called "split-run" magazines (US magazines with Canadian content and advertising for circulation in Canada), and gives some Canadian periodicals favourable postal rates.

Canada said "cultural" measures in the magazine sector were of long standing, but there were no restrictions on foreign magazines.

Frances Williams, Geneva

Pierson hints on Airbus future

Mr Jean Pierson, managing director of Airbus Industrie, yesterday indicated that the Reuter committee examining the future of the European manufacturing consortium will recommend turning it into a limited company. Mr Pierson told the Aviation Club in London that he could not pre-empt the conclusion of the committee, which is chaired by Mr Edward Reuter, former chairman of Daimler-Benz of Germany.

But Mr Pierson added: "I can confirm its central ambition will be to create an organisation that best equips us to continue our war on costs and further sharpens our responsiveness to customers. And let me reaffirm that this war is best fought by an Airbus Industrie functioning as an integrated company." Airbus is currently a groupement d'intérêt économique, which means any profits and losses are incurred by its shareholders, Aérospatiale of France, Daimler-Benz Aerospace, British Aerospace and Casa of Spain.

Michael Skapinker, Aerospace Correspondent

■ Singapore investors yesterday opened Vietnam's first foreign-financed bowling alley in Ho Chi Minh City, part of a vast, \$14.6m leisure centre targeted at the city's growing middle class. The complex, known as Saigon Superbowl, has been under construction near the city's airport for the past year and includes 32 lanes of bowling, snooker tables, an amusement arcade and a fast food outlet run by Jollibee of the Philippines. STUL Group, a Singapore company, holds 60 per cent of the foreign joint venture stake of 70 per cent, with Singapore companies Guthrie GTS and Tecsin Holdings splitting the rest of the foreign equity. Jeremy Gran, Hanoi

■ Lucent Technologies, the telecommunications manufacturer formerly part of AT&T of the US, has signed a deal worth almost \$800m to continue development of a digital mobile phone network in Saudi Arabia. The network will conform to the GSM digital standard used in Europe and much of Asia.

Alan Cane, London

■ An Anglo-German consortium has been selected to undertake a DM400m (\$260m) city centre redevelopment in Chemnitz, fourth largest city in eastern Germany. It will be one of the largest redevelopments of its type in Europe according to Amec, the UK construction group, which has a 42.5 per cent stake in the winning consortium. Other members include German contractor Philipp Holzmann. Andrew Taylor

■ Israel has accused Procter and Gamble of selling imported disposable nappies at up to 41 per cent below market prices. The move followed a suit filed by Israel's leading nappy manufacturer, Amir Paper Products, demanding a levy of up to \$2.59 per pack on Procter and Gamble nappies for three years.

Reuter, New York

BASE RATE CHANGE

Union Bank of Switzerland, London announces that with effect from the close of business on 6th June, 1996 the Base Rate was reduced from 6% PA to 5 1/4% PA.



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July 1996

NEWS: THE AMERICAS

Cuban trade zones aim at foreign cash

By Pascal Fletcher in Havana

Cuba yesterday presented legislation for the creation of free trade and industrial zones in an effort to maintain foreign investment interest in the face of tightened US economic sanctions.

The new decree law detailed the tax, customs and labour regulations that will govern the zones, which were first mentioned in a foreign investment law introduced by Cuba last September 5.

"We think Cuba is an attractive site for free trade zones," said Mr Ibrahim Ferradaz, minister for foreign investment. The island could offer a privileged geographical position, a developed transport and communications system, and a skilled and educated workforce, he added.

A number of sites were under study. These included two ports, Mariel, 27 miles west of Havana on the north

coast, and Cienfuegos, on the south coast. Another possible site was Guanajay, near Havana's international airport.

Officials portrayed the free trade zones law as a clear sign that Cuba remained open to foreign capital despite the US legislation aimed at discouraging foreign investment on the island.

Asked about reports that Mexican companies were withdrawing from ventures in Cuba because of the Helms-Burton legislation, aimed at punishing foreign companies that do business involving Cuban property confiscated from US citizens and companies, Mr Ferradaz said his ministry had not been told of any withdrawal by an existing investor.

Besides exemption from customs duties on imports into the designated areas, the Cuban free zones would offer exemptions and rebates on utilities and labour taxes normally paid by foreign companies. For

production activities, there would be a 12-year total exemption followed by five years of a 50 per cent rebate. For trade and services, the total exemption would last five years followed by three years of 50 per cent rebate.

Existing Cuban labour regulations would apply, but joint ventures in the free zones could be allowed to contract workers directly, without a Cuban intermediary, if they received permission.

The law foresees two categories of investors, both foreign and national. "Concessionaires", who would provide infrastructure and services, such as factories, warehouses and offices, could enjoy concessions up to 50 years. In the case of "operators", designating those who were manufacturing or carrying out other business, the concession period was negotiable. Banking, financial and insurance services would also be allowed.

Dole makes last budget point in Senate

By Patti Waldmer
in Washington

Senator Bob Dole yesterday sought to score a few final political points before leaving the Senate to concentrate full-time on his presidential campaign, when he forced a vote on a balanced budget constitutional amendment knowing that Senate Democrats would block it.

Mr Dole, who is to retire from the Senate next week, said it was not important

whether he won or lost the vote. He wanted to hold it anyway to "make a statement" to show Republicans care more about balancing the federal budget than do the Democrats and President Bill Clinton. The Senate voted 64-35 for the proposal, two votes short of the two-thirds majority needed to amend the constitution.

Public opinion polls continue to show strong public support for a balanced budget, and Mr Dole is hoping to use the issue to boost his presidential cam-

paign. The latest vote will allow him to say on the stump that Democrats in Congress twice stood in the way of the fulfillment of a Republican promise - contained in the 1994 Contract with America - to change the constitution so that the federal government would be forced to balance its budget. In March last year, Democrats defeated the proposed amendment in the Senate by one vote.

Mr Dole even enlisted the help of Thomas Jefferson yes-

terday, in a speech on the Senate floor designed to differentiate his image from that of Mr Clinton. More than 200 years ago, he said, Jefferson had insisted it was wrong to "saddle posterity with our debts" and modern-day Republicans still held to that rule.

He bolstered that prohibition with a few figures in modern-day dollars: it cost today's taxpayers \$800 a year in taxes just to service the national debt, he said, adding that by driving up interest rates, the deficit

imposed a "stealth tax" on every American.

The White House immediately countered Mr Dole's assault. Mr Mike McCurry, the presidential spokesman, said the Senate vote was a "meaningless gesture", and Mr Clinton stressed that no constitutional change was needed to achieve budget balance.

Democrats accuse Mr Dole of hypocrisy for insisting on a balanced budget amendment while simultaneously calling for big tax cuts.

Cavallo reforms Argentine economic ministry

By David Pilling
in Buenos Aires

Mr Domingo Cavallo, Argentina's economy minister, has assumed direct control of the internal revenue service (DGII) in a reshuffle designed to streamline the ministry and to strengthen his own power base.

The economy minister, who admitted earlier this week that the DGII had failed to stamp

out tax evasion, will now be personally responsible for increasing collection, vital if Argentina is to meet its International Monetary Fund targets in 1996 and 1997.

The move could risk greater conflict between Mr Cavallo and the Congress, since the DGII has recently launched a series of controversial measures designed to crack down on tax evasion. These include a "certificate of good financial

conduct" which individuals will require to undertake any important transaction, as well as plans to allow the DGII greater access to personal financial information such as credit-card spending.

Given the sensitivity of tax issues in Argentina, Mr Cavallo is likely to be exposed to public criticism should his clampdown be deemed too harsh. Equally, should new measures fail to raise the tax

mining and industrial policy. Mr Carlos Bastos, energy and transport minister, adds public works to his portfolio. Two subsecretariats, of investment and small and medium business, have been scrapped.

Although Mr Cavallo's empire has ceded some powers in recent months, the superministry is still regarded by many as acting like a separate cabinet within the administration.

Ecuador's populist in the lead

And the polls are worrying the markets, reports Raymond Colitt

Ecuador's presidential elections next month are being depicted in the financial markets as a battle between populism and privatisation. And opinion polls being published this weekend suggest populism - in the form of Mr Abdala Bucaram of the Radical party - has a strong lead.

Mr Jaime Nebot of the centre-right Social Christian party (PSC), who won most votes in the first round of the elections last month, has reduced Mr Bucaram's lead in the last week or so. But, according to two polls published yesterday, Mr Bucaram is still ahead by between 6 and 12 percentage points for the run-off election on July 7.

Brady bonds issued by Ecuador as part of a debt restructuring agreement with international banks last year, and the country's most widely traded financial instrument, have "by

far been the worst performers in the market since Bucaram's surprisingly strong showing in the first round on May 19," according to Mr Peter West of WestMerchant Capital Markets in London.

According to a recent survey of Ecuador's leading economic analysts and journalists, released by the consulting firm Multiplica, a government under Mr Bucaram would be inefficient, intolerant, state-oriented, and driven by personal interests, while Mr Nebot's would be efficient and market-oriented - but also authoritarian and indifferent to social inequalities.

Mr Bucaram, the grandson of Lebanese immigrants and a lawyer by training, boasts of having been the target of 44 legal proceedings. He was twice exiled to Panama and charged with fraud while mayor of Guayaquil. His sister Elsa Bucaram is still in exile in Panama over charges of embezzlement while she was mayor in Guayaquil.

Mr Bucaram derides the wealthy, saying he represents "whores, peasants, and farmers, the ones without a voice in [the] country".

Says Mrs Rosalia Arteaga, Mr Bucaram's running mate: "We're not obsessed with figures; at times, all they do is strangle the people."

She proposes strengthening the moribund social security institute (IESS), forgiving overdue interest payments for farmers and adopting subsidies for the poor.

Mr Bucaram would also seek to renegotiate Ecuador's foreign debt according to "the country's ability to pay".

Mr Bucaram, the grandson of Lebanese immigrants and a lawyer by training, boasts of having been the target of 44 legal proceedings. He was twice exiled to Panama and charged with fraud while mayor of Guayaquil. His sister Elsa Bucaram is still in exile in Panama over charges of embezzlement while she was mayor in Guayaquil.

Though Mr Nebot has softened his talk of market-oriented reform to broaden his appeal, his advisers say he would still push ahead with the modernisation of the state, including the sale of a 35 per cent stake in the

telecommunications and electricity companies, Emetel and Inecel respectively. Pending the establishment of a rate structure and a final appraisal of Emetel, the share package could go on the market in the second half of the year, though legislative approval for the privatisation is still deadlocked in congress.

According to Mr Francisco Swett, Mr Nebot's economic adviser, a PSC-led government would even consider the sale of "shares in certain sectors of the petroleum industry".

Mr Swett, a Princeton-trained economist and prominent member of the PSC, says he aspires to head the monetary board or the state modernisation entity, Conan, where he is currently a consultant.

By law, the estimated \$2.5bn-\$3bn in proceeds from Emetel's partial privatisation would go to a fund, income from which

would be reserved for social sector investment. The fund's

capital would finance lines of credit in housing and agriculture and, says Mr Swett, could be used to buy back Brady bonds on the secondary market.

Ecuador's total public foreign debt stands at \$12.36bn, or 66 per cent of GDP. Mr Nebot

would also scale back the IESS,

allowing for parallel private coverage, including pension funds.

Despite striking differences in the two candidates' economic orientation, analysts say that in office their economic policies would differ less.

The new president would inherit a relatively stable economy with a healthy set of macroeconomic accounts. Unlike previous governments, which have engaged in rampant pre-election spending, the current government of President Sixto Durán Ballén is likely to finish its term on August 10 with

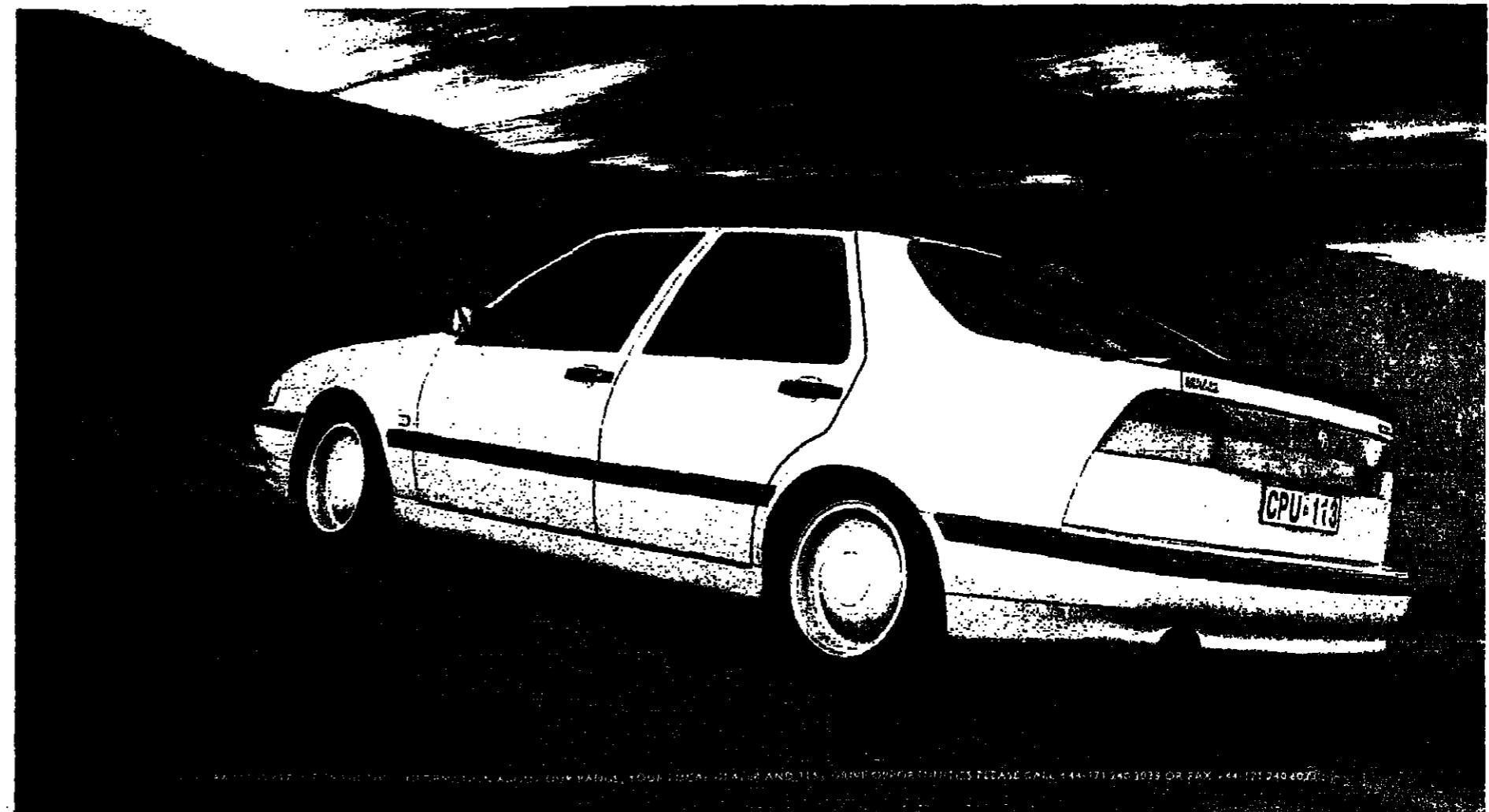
monetary reserves at \$1.6bn, five months' export earnings, annual inflation of 21 per cent, and a budget deficit close to 1 per cent of GDP.

Moreover, lacking a clear majority in congress, both contenders would have to forge compromises to avoid stalemate.

"Both candidates would have to continue with the opening of the economy," says Mr Alberto Quiroz, president of the Quito stock exchange. "It will be very difficult to take the country off its course in economic and exchange rate policy."



The art of flying has taught us a lot about the art of roadholding.



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The first vehicles we built weren't high performance cars. They were high performance aircraft. So we got to know a lot about the way speed and gravity affect the human body, how man and machine interact. That's why a Saab gives you that special feeling of intuitive control. That's why it hugs the road so firmly and performs with such precision. It's not a coincidence. It's part of our history.

NEWS: UK

Interest rates down by 1/4 point to 5 3/4%

By Robert Chote and Gillian Tett

Mr Kenneth Clarke, chancellor of the exchequer, yesterday announced an unexpected quarter-point cut in interest rates amid fears about the impact of the strong pound on Britain's struggling manufacturers.

The reduction was the fourth in seven months and took bank base rates from 6 to 5.75 per cent, their lowest level for a year and a half. Halifax Building Society and the Bradford & Bingley society cut their mortgage rates, but most lenders left home loan rates unchanged.

With economic growth already expected to accelerate later this year, some City economists argued that the rate cut must have been motivated by political considerations. But the chancellor dismissed as "nonsense" the idea that he was preparing the ground for an autumn general election.

Mr Clarke said the cut was sensible because pressures on industry's costs were easing and the economy was growing at less than its long-term trend rate. He noted that raw material costs had fallen since the autumn and that pay settlements had declined last month.

Recent surveys of companies, and the increase in the exchange rate, suggest that cost pressures are likely to remain subdued," he added that he remained on course to hit his inflation target of 2.5 per cent or below.

The "six wise people" who provide the chancellor with independent advice on the economy also argued in a report yesterday that activity in the economy was about 2 per cent below that consistent with stable inflation. As a result most of them believe the economy could grow by 3 per cent or more a year over the next three to five years without pushing inflation up.

'Punishment' by baseball bat replaces gun rule in N Ireland

By John Murray Brown
in Dublin

The main message from Northern Ireland in the past 18 months has been one of peace. But behind political efforts to banish gun law from the region a variety of other weapons including cudgels, baseball bats and even electric drills is being put to brutal use by paramilitaries on both sides of the religious divide.

As the region prepares for the start on Monday of a party talks about its future, the controversy over paramilitary "punishment beatings" has been overshadowed by the biggest issue of the Irish Republican Army's refusal to reinstate its ceasefire. The British and Irish governments insist that reinstatement is an essential requirement if Sinn Féin, the IRA's political wing, is to join the talks.

Since the IRA declared a resumption of hostilities in February, with a bomb in London's docklands, there have been no armed incidents in Northern Ireland. The nationalist "loyalist" groups have kept to their ceasefire throughout.

But community workers say a continuing dispute over the role of the police in republican and "loyalist" areas has created a vacuum of authority which the paramilitaries are exploiting. Many Roman Catholic and Protestant give tacit acquiescence to the instant justice dealt out by terrorists.

The police report a total of 380 so-called punishment beatings, including 240 in republican areas, between September 1994, when the IRA called its ceasefire, and June 4 this year.

Republican violence tends to be targeted at those in the nationalist community involved in so-called "anti-social behaviour", which includes joy-riding, drug dealing or theft. In Protestant "loyalist" areas the paramilitaries use beatings to discipline their own ranks. "There is no doubt that some communities believe that punishment beatings are an acceptable way to deal with adolescent crime, horrific as



A nationalist wall painting in the early 90s: paramilitaries of both camps usually now use weapons other than guns

Calendar of brutality

Feb. 12 Belfast Man of 27 found suffering from serious head injuries with one leg and both arms broken; Londonderry Three men, one, house and beat 20-year-old man with baseball bats.

Feb. 1 Coleraine Five masked men attack husband and wife in their home with baseball bats and hammer.

Feb. 5 Belfast Man of 18 beaten by gang with iron bars; Londonderry Man of 22 hit with clubs by masked men who broke into house.

Feb. 24 Belfast Man of 20 suffers multiple fractures in attack by four men, with crowbar and heavy hammer; 18-year-old attacked by eight or more masked men in family home while his mother was held captive; man of 18 found gagged with adhesive tape and tied to a washing machine.

Mar. 5 Belfast Man of 26 left with broken arm and leg after attack with hammer by masked men in bar.

Mar. 21 Belfast Four men beaten in apartment. Each man taken to a separate room, bound, questioned and beaten.

Mar. 25 Belfast A teenager with spikes driven into his arms and legs suffered some of the worst injuries ever seen in a punishment attack; said surgeon treating him. He was handcuffed in a garden and had his mouth taped to stifle his screams.

Mar. 30 Belfast Man shot after being abducted from car.

April 3 Belfast Two teenagers tied to lamp posts, beaten and covered in paint; elsewhere a 17-year-old was found tied up with both legs and wrists broken; a 17-year-old with both hands injured was bound to a post a short distance away.

May 17 Londonderry Gang with baseball bats beat man of 23 after breaking into his home.

May 27 Londonderry Two youths are made to watch an 18-year-old being beaten by a local gang; man with iron bars; Crumlin Four masked men carrying baseball bats studded with nails break into home of a 22-year-old man and leave him with broken arm and ribs.

That may sound," says Mrs Bridgette Gafford, Northern Ireland's chief probation officer.

"Many people who may have reservations about involving the paramilitaries nonetheless have given some sort of consent to their policing role," says Professor John Brewer, a professor of sociology at Queen's University in Belfast, who has just concluded a 5-month research project on attitudes to crime in republican and "loyalist" areas. The Royal Ulster Constabulary, the Northern Ireland police force, has found it hard to win acceptance as community police officers in hardline housing estates where they formerly led the counter-terrorist effort.

"The police have done a lot of talking to their fans, but have had little contact with their critics," says a local Roman Catholic businessman.

The lack of policing is worsened by a conviction that the criminal justice system is slow. "If you've had your video stolen, there's far more chance of recovering it if you go to the paramilitaries than if you wait for the courts to take their course," says a shopkeeper on the nationalist Falls Road in west Belfast.

Many residents in nationalist areas are reluctant to co-operate with the police, says Ms Pauline McLaughlin of Families Against Intimidation and Terror, a non-government organisation which is one of the few voices within the community openly critical of the paramilitaries.

The police claim they know the identities of those involved in the beatings, but there is little they can do as people are rarely willing to name their attackers. Attacks are frequently preceded by warnings to leave the area. Ballymena Two, an offshoot of the Northern Ireland Agency for the Care and Rehabilitation of Offenders, offers to help people find alternative accommodation.

Simon Fein, the IRA's political wing, and both of the small parties linked to anti-nationalist political groups, have refused to condemn the incidents. But Prof Brewer believes the community's support for the punishment beatings underlines republican claims that there needs to be policing reform. They may also provide an occupation for paramilitaries, who since the ceasefire have been "kicking their heels," he says.

A 1992 Helsinki Watch report before the ceasefire concluded that the paramilitaries must share the blame - the paramilitaries for carrying out these abuses, and the government for its *de facto* delegation of authority to the paramilitary groups.

UK NEWS DIGEST

International calls to be cheaper

The government yesterday stripped the last vestiges of monopoly power from British Telecommunications and Mercury Communications, the "duopoly" of UK-owned telecoms operators which controlled the domestic telephone business between 1984 and 1991. It announced the end of restrictions which prevent competing operators from owning and operating their own circuits for international calls. At present, a rival operator must either lease international circuits from BT or Mercury or pay an agreed rate for each call carried.

The end of the duopoly will mean sharp falls in the cost of international calls. Rivals to BT and Mercury will have the right to construct and use their own infrastructure including submarine cables and satellites and conclude their own contracts with operators abroad.

Alan Cane, Industrial Staff

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Charles Batchelor, Transport Correspondent

Price curbs on gas

Ofgas, the gas industry regulator, unveiled new price controls for British Gas's supply business that should cut household gas bills by a further £8 (£12.30) next year. The pricing review of British Gas Energy, the arm which supplies gas to 18.5m households, followed last month's controversial review of Transco, the pipeline business. That review proposed even larger cuts in gas bills and prompted a big slide in British Gas' share price. The latest Ofgas proposals mean a further shift in the balance of power between British Gas shareholders and its customers in favour of the latter. If both sets of proposals are implemented following a consultation period, the average household bill will fall next year by £28 a year, or about 12 per cent. Ofgas said gas bills would be down by £20 a year by the end of the decade. British Gas described the new price controls as a "further and immediate squeeze on profits".

Patrick Harrison, London

Lex, Page 14

Showa to invest in Wales

Showa Corporation, one of Japan's largest manufacturers of automotive components, is to set up a £10m (£15.4m) plant in south Wales to produce parts for European carmakers. It is the 50th Japanese company to set up manufacturing or service operations in Wales. Mr David Rowe-Beddoe, chairman of the Welsh Development Agency, described it as "a milestone in a spectacular success story for Wales." The project, grant-aided by the British government's Welsh Office, will create 200 jobs in Cymon Valley, an area of high male unemployment. Showa is negotiating to buy a 4ha site from the WDA where the plant will make power steering and suspension system components. It will be Showa's first European plant to manufacture car parts, although it has a factory in Spain which produces shock absorbers for motor cycles. Spain and the West Midlands were considered as possible locations for the new facility. About 16,000 people in Wales work for Japanese-owned companies. Mr Barry Hartop, the WDA's chief executive, said: "Wales now accommodates nearly 18 per cent of all Japanese manufacturing and assembly operations in Britain."

Roland Adburgham, Cardiff

Kvaerner claim denied

VAI Industries, the Austrian civil engineering company, yesterday denied claims by Kvaerner that it was involved in the alleged theft of thousands of documents from one of the Norwegian group's UK subsidiaries. Kvaerner, which earlier this year paid £500m (£1.4bn) for Trafalgar House, claims that VAI illegally obtained confidential technical and contractual information from Davy International, Trafalgar's metals engineering arm. VAI made clear that it would fight the legal action vigorously. The company said there was no basis for claims of industrial espionage.

Tim Burt, Financial Staff

Car sales recover

Private buyers returned to car showrooms in significant numbers during May for the first time in more than a year. The influx boosted the morale of carmakers fearful that a preference for "nearly-new" cars shown by many consumers might prove to be permanent. Figures from the Society of Motor Manufacturers and Traders showed that the number of new cars registered to private buyers last month rose by 13.5 per cent compared to May last year. These private registrations accounted for 44 per cent of last month's total market of 165,655 new cars, up 8.5 per cent on the 152,655 registered last month to fleets and businesses rose by only 5 per cent year on year.

John Griffiths, Industrial Staff

US company to open plant

Harman International Industries of the US is to invest £1m (£4.6m) in a plant at Redruth in the far south-west of England for manufacturing professional loudspeakers. The project, which will receive nearly £1m in government grant, will create 125 jobs and occupy a vacant factory. Harman already has a manufacturing operation in south-west England, where its subsidiary Allen & Heath makes sound-mixing consoles. Competition for the new plant came from other parts of the UK, and from Madeira and Poland.

Roland Adburgham

Optimism grows on 'mad cow' deal

Financial Times Reporters



Jacques Chirac (right) discussed the beef crisis yesterday in Paris with UK foreign secretary Malcolm Rifkind

Mr John Major, the British prime minister, said yesterday Britain hoped to reach a deal with the European Union over the beef export ban within the next 10 days, allowing a lifting of the non-cooperation policy before the EU summit in Florence on June 20.

Mr Major's determination is shared by Italy, which in its capacity as acting president of the EU wants to head off the threat of the Florence summit being ruined by the row.

British and Italian officials recognise they will set a tight timetable. But Mr Malcolm Rifkind, the British foreign secretary, and Mr Douglas Hogg, the agriculture minister, left Rome yesterday hopeful that a crucial "turning point" had been reached in the "mad cow" affair. The breakthrough came on Wednesday during talks in Rome with Mr Lamberto Dini, the Italian foreign minister.

In Paris Mr Rifkind said he was also "very encouraged" by President Jacques Chirac's support for a staged solution to the crisis. Aides of Mr Major said in London that

there was a "realistic" prospect of a deal at a meeting of EU foreign ministers on June 17.

The UK might be prepared to accept a framework agreement for a step-by-step lifting of the beef ban without demanding that the detail of implementation is agreed at the same time.

One senior British official admitted there might only be a "vague" understanding on how the total ban might eventually be lifted.

However, there are tensions in the British government over how much detail the framework should contain. Mr Rifkind is pressing for a deal in

which EU countries agree the measures Britain must take to trigger an automatic lifting of elements of the ban.

"The UK wants as much detail as partners will sign up to. The more it can get the less likelihood there is of it unravelling afterwards," said a London-based UK official. But officials also acknowledged Britain might have to accept less detail than it wants. And in Brussels officials said the deadline would never be met if Britain insisted on details. One deal was "likely" if it is more political than technical. That way it can be wrapped up

which EU countries agree the measures Britain must take to trigger an automatic lifting of elements of the ban.

"Lloyd's is far less of a pillar than it pretends to be."

According to the study, freezing Lloyd's assets held in US bank accounts and the funds of 2,000 US names would "have absolutely no effect upon the payment of claims to... anyone insured or reinsured by a Lloyd's policy anywhere in the world."

Lloyd's reacted angrily, saying that issuing the "highly distorted" report "appears to be a purely political attempt to indulge the interests of a small minority of Names in the US who are attempting to avoid meeting their obligations".

A Nasdaq spokesman said the attack was an attempt to counter the public relations efforts expended by Lloyd's. "It is a popgun against their artillery," he said.

The attack does not affect a deal agreed in April under which the association would recommend that talks should be continue between Lloyd's and US Names about the market's recovery plan. This includes an out-of-court offer to lossmaking Names.

be implemented this summer, could yet be undermined by legal action that could be taken by Lloyd's.

Securities regulators in 11 states have filed actions against Lloyd's, usually alleging that investment in Lloyd's was mis-sold, although one action in California has been dismissed.

The North American Securities Administrators Association, representing the securities regulators, accused Lloyd's

of spreading "myths" about its importance within the insurance industry. Citing a report by a California insurance expert, Mr Mark Griffin, president-elect of Nasas, said:

"Lloyd's is far less of a pillar than it pretends to be."

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Management Consultants

Mr Edge will retain his role in Generics, which

employs about 200 people and has an annual income of £15m, 80 per cent of it from outside the UK. Companies for which it does long-term research include Glaxo Wellcome, Zeneca, Vicks, Pfizer, Fuji and the Japanese bank Sanwa.

Mr Edge said the venture provided an "amazing opportunity" for aiding investments in new technologies including telecommunications, new materials and biotechnology.

The purchase of Generics has been conducted through Catella, a Stock

holm-based financial management group wholly owned by Interleek.

Under the deal, Catella has paid an undisclosed sum, put at "several million pounds", for a 66 per cent stake in Generics, leaving Mr Edge with a shareholding of 25 per cent and the rest owned largely by employees.

Mr Gunnar Rylander, chief executive of Catella, said Generics was "tomorrow's company in tomorrow's industry". He said that both through

taking a controlling stake in Generics and providing cash for high-tech start-ups in a programme to be managed by Generics, Interleek believed it was doing "something positive" with its money.

MANAGEMENT

SmithKline Beecham, the Anglo-US group, faced some uncomfortable truths when it benchmarked the worldwide marketing activities of its consumer healthcare division against comparable sections of Procter & Gamble, Mars and Unilever.

An internal booklet to staff reported that the division, SBCH, was seen as "flexible, instinctive and populated by talented individuals with excellent trading skills". Then came the unfurling picture: "However, SBCH tends to have a degree of risk-aversion, is not innovative enough and lacks a full understanding of its consumers".

Martin Dreger, an SBCH vice-president based in Germany, confirms the findings. "We have often been content with little line extensions of existing brands rather than going for big launches."

Further studies revealed greatly differing standards across the world in marketing practice and scientific understanding of the division's products - non-prescription painkillers, cough and cold reliefs and dental care products.

The result of the stocktaking has been the development of a global training programme for marketing staff of a quality and scale certain to attract the attention of competitors. The Marketing Leadership programme aims to raise standards and provide a common language for SBCH's 800 marketing staff and suppliers across the globe.

Strategic firm Oxford Corporate Consultants conducted the benchmarking, both externally and within the company, to identify best practice and weaker areas. There followed extended testing of training materials drawn up by the London-based Empowerment Group, another group of consultants, in markets as diverse as Brazil, Poland and Singapore. "We had to test whether the same approaches could work, irrespective of culture and language," says Paul Miller, Empowerment's managing director.

The first three modules of the programme were launched last year between May and November at 21 conferences around the globe. They cover advertising, market research and new product development and are contained in ringbinders featuring case studies from the experience of both SBCH and other companies.

The advertising file, for example, starts with basic principles such as: "Put increased emphasis on getting top-quality strategies and briefs prior to the start of advertising development" and goes on to detail the nine steps seen as best practice in the creative development process - from how to check budgets and develop realistic timetables to managing the production of advertising and evaluating effectiveness.

Throughout the modules there are checklists, timetables and sam-



Diane Summers on a worldwide programme to cure ills in SmithKline Beecham's consumer healthcare division

Global training

pie forms. For example advertising material contains forms designed to focus findings on consumer needs, advertising strategy, lead times and creative brief. The company is hoping the forms which are also being provided on computer, will be in standard use across the world.

An unusual feature is that some suppliers - for example worldwide agencies Ogilvy & Mather and Grey - have been included in the training. Dreger, who is leading the initiative, says: "If we introduce new advertising processes, we have to be sure all our partners know about them and also use them."

Miller, who has worked with the company on other projects, describes SmithKline Beecham as "very much a consensus type of organisation. They don't force people to do things, but try to involve them."

A tight global grip on marketing is seen as unrealistic, but, if common processes governing, for example, brand planning and advertising are introduced, "then at least you've got the ability to influence the way people work," he says.

Reaction from marketing staff has depended partly on the sophistica-

tion of the market. Less developed countries had a strong appetite for the material, reports Miller, while countries such as the US and UK "felt they were pretty good already". Some people said the material was "not rocket science" but, "once they'd played it down, they then felt able to start using it".

Further modules, for brand planning, brand development, and "opportunity identification" - generating and selecting new ideas - are being distributed worldwide. This time, smaller workshops have replaced the large conferences of up to 100 people. Two further modules are planned.

The analogic material, for example, covers the science of how pain is felt, how it can be described, common types of pain, and brands of pain-killing products.

The approach is more academic

than with the marketing material and individuals study at their own pace under the supervision of country "coaches" rather than in workshops or conferences.

Overall, Miller believes the results of the Marketing Leadership programme are already beginning to show. "It's still a mixed picture, but they've achieved a huge amount. Consistent strategy and advertising brief forms are now being used worldwide, and I know people are putting more planning time into projects."

JOHN KAY

Clear thinking muddled by competitiveness



Competitiveness is much in vogue. Last week saw the publication of not one, but two league tables of international competitiveness. Soon the government

will release its own annual pronouncement on Britain's competitiveness. The Labour party has its own emphasis on the subject. And yet one of America's leading trade economists, Paul Krugman, recently argued the national competitiveness means nothing.

Competitiveness is a characteristic of firms, not of countries. The basic problem is that the word competitiveness is too vague to mean anything except what the person who uses it wants it to mean at the time. For some people, competitiveness is the economic analogue of military strength. There is a coming battle for commercial supremacy and our competitiveness is a measure of our readiness for the fray.

This is the world which Sir James Goldsmith inhabits and it seems, at times, that Michael Heseltine lives there too. It is easy to see why this approach, which implies an economic requirement for strong leadership in times of peace akin to the military requirement for strong leadership in times of war, is popular with politicians and would-be politicians. It is also a concept of competitiveness which Krugman is right to attack.

The analogy between business and war is profoundly misleading, both for individual firms and for national economies. It is misleading because success in war depends on the destruction of one's enemies; war is a process in which one side wins by destroying the other, while international commerce is a process of mutual benefit. World trade is not - as Sir James asserts - a system in which foreigners try to trick us into giving them our money. It is a process in which we buy things abroad because we can benefit from the fact that they are cheaper there than elsewhere.

Economic success depends on successful differentiation, not on size. Six of the top 10 countries in

each of the two competing competitiveness leagues have less than 10m inhabitants: Switzerland and Norway demonstrate that you need not be big to be rich and Singapore and Hong Kong that you do not need to be big to grow rapidly. These martial misunderstandings lead to wholly inappropriate policies - the creation of national champions, the desire to create large and autocratic trade blocs, general protectionism and support for industries of supposed strategic importance.

The creators of these league tables seem to have something quite different in mind. For the IMD team, there is something mystical about competitiveness: "World competitiveness can be seen as a series of layers, with one layer leading to another and more fundamental layer." They tell us that it is becoming more volatile, with probability replacing the certainties of Newtonian physics. Yet after all this waffle their definition is quite precise: "Competitiveness is the ability of a country to create added value and thus increase national wealth." The only problem with this definition is that the ability of a country to create added value and thus increase national wealth is already very well and carefully measured by official statisticians, and league tables of national income are published by many international bodies. These measurements can be improved in various ways - for example by measuring environmental value added

- but it is unlikely these would change the rankings very much, or the identities of the countries which usually come at the top - Switzerland, Norway, Germany. We need more research on what it is that makes countries rich and what makes them grow rapidly - the kind of research which is undertaken by some other economists like Robert Barro. And we need to understand better what contributes to the creation and exploitation of national competitive advantages - and that in analysing national competitive advantages, as for the competitive advantages of firms, we need to focus on the factors that differentiate successful countries rather than the ones they have in common. But we would do better to stop talking about competitiveness. It seems only to get in the way of clear thinking.

THE PROPERTY MARKET

Germany feels gravity's grip

Simon London asks if the flow of investment will continue

The collapse in 1994 of Mr Jürgen Schneider's property empire produced a wave of concern that the German real estate market would follow the UK, France, Spain and Sweden into serious trouble.

These fears proved misplaced. The German economy recovered faster than predicted and importantly, demand for property from investors remained strong.

Yet Germany is now sliding back into recession. The economy has experienced two consecutive quarters of negative growth and insolvencies are on a rising trend. Office rents are falling in most German cities.

The latest survey of banks, investors and developers by DTZ Zadehoff, the German property agent, found that 80 per cent thought conditions in the office market were negative or very negative.

So will investors continue to support the market by pouring savings into property?

Unlike the UK or the Netherlands, Germany does not have a widespread system of funded pension schemes. Savings find their way into property through three distinct routes: open-ended funds, closed-ended funds, and partial ownership structures, a form of direct investment.

International attention has focused on the open-ended funds, which are large and highly visible entities. DEGI, the biggest fund, is probably Europe's largest specialist property investor.

Closed-ended funds have tended to escape the limelight.

These are generally smaller private funds raised by developers and banks, often to finance individual projects.

A recent research report by Paribus Capital Markets, the investment bank, estimated that closed funds have a total value of about DM90bn (\$59bn), making them half as big again as their open-ended counterparts.

As the chart shows, the big inflows of savings into closed funds, which are large and highly visible entities, DEGI, the biggest fund, is probably Europe's largest specialist property investor.

that investors could, in theory, achieve substantially higher returns by investing in property rather than in equities or bonds.

Promoters of closed funds were quick to provide investors with a route to take advantage of these incentives.

Capital inflows into closed funds averaged DM9bn to DM10bn over the past four years, most of which has been invested in the property in eastern Germany.

There is little doubt that many investors will be disappointed by the returns they have earned on this capital.

Paribus estimates that the DM45bn raised since 1992 is

now worth perhaps DM27bn, thanks to a combination of falling property values and high management fees.

Moreover, tax relief for investing in the east will be substantially reduced at the end of this year and abolished at the end of 1998.

The unanswered question is whether losses in the east will sour the generally positive view of property which many German investors have historically held.

There must be a risk that this will happen. If it does, the capital inflows which allowed the German property market to defy gravity in the early 1990s could finally come to an end.

This need not imply a property crash. Germany has structural advantages over other European property markets.

It federal constitution means that the property market is spread between a number of cities rather than dominated by the equivalent of London, Paris or Stockholm. This diversity has added stability.

In addition, the system of Pfandbriefe - bonds issued by banks to finance their mortgage business - has encouraged relatively conservative lending criteria.

But it would be wrong to assume that Germany is immune from the fundamental problems of weak demand seen elsewhere in Europe. The combination of falling values and rising insolvencies, which caused pain in other countries, could yet arise in Germany.

Mr Adrian Wyatt, a former partner of Jones Lang Wootton, the chartered surveyors, and Mr Christopher Walls, a former equity analyst - believe that there is systematic mispricing of properties in these areas.

Using a combination of discounted cash flow techniques and traditional property skills, Quintain aims to buy undervalued income. If it then tries to add value by striking deals with freeholders, tenants, or adjoining property owners.

The strategy is unusual but has so far delivered good returns.

With more than 120 companies in the property sector, most with a market value of

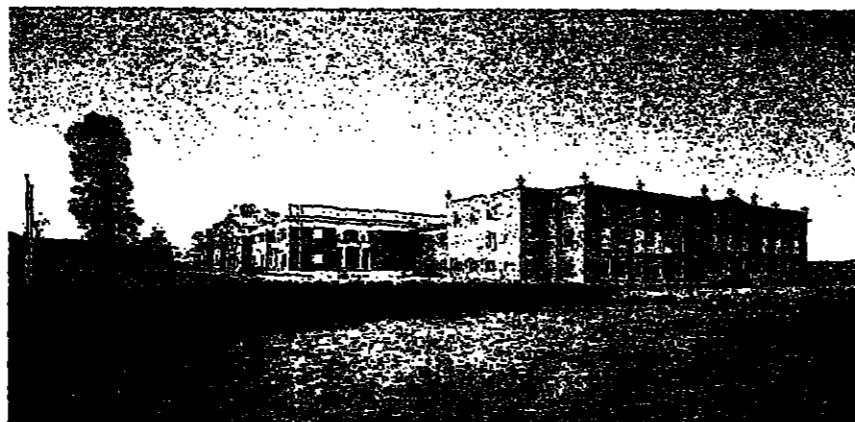
less than £100m, further flotation might seem perverse. In an ideal world private companies such as Quintain would reverse into or merge with some of the less dynamic quoted companies.

But experience shows that these deals are difficult to engineer. Quintain attempted to reverse into Orb Estates before discussions were terminated abruptly last month.

Disagreements over valuation, strategy and management mean that most deals have less than a 50-50 chance of coming to fruition. So long as this remains the case, ambitious private companies have little option but to float.

COMMERCIAL PROPERTY

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At first sight it appears to be a strange moment for Quintain Estates and Development to announce its planned flotation on the London Stock Exchange. After a rally during April and early May, the property sector has once again fallen out of favour with investors, writes Simon London.

But the stock market is increasingly separating sheep from goats. While many companies are trading at discounts to net assets of 10 to 20 per cent, a select few have seen their share price rise to a premium.

These include companies such as Burford, Chelsfield, Shaftesbury and TBI which have proved that they can prosper in a flat or falling property market.

Quintain believes it can claim a place among this select group and hopes to issue shares at net asset value or even a small premium. Having increased net assets per share from 75p to 125p since 1992 - without the benefits of public company status - it has a credible claim to a place in the club.

Quintain's strategy, based on seeking out hidden value in the murky world of short leases, leasehold and reversionary properties, seems to work whether property values are rising or falling.

The company's founders -

Mr Adrian Wyatt, a former partner of Jones Lang Wootton, the chartered surveyors, and Mr Christopher Walls, a former equity analyst - believe that there is systematic mispricing of properties in these areas.

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ARTS

Finalists favour the community

Antony Thorncroft on the arts sponsorship shortlist for the FT/ABSA Awards

The finalists are limbering up; their supporters are getting excited; and within a month we will know the result. No, it is not the European Championship; it is the FT/ABSA Awards for Business & the Arts, which will be decided at Shakespeare's Globe on July 3.

This prize-giving for the companies that are reckoned to have exploited arts sponsorship most imaginatively and effectively are very important to the 280m arts sponsorship industry. There are still directors - and shareholders and employees - who doubt the value of arts sponsorship. Carrying off a prize - this year a glass sculpture by David Taylor - stills the sceptics.

The short list for the 1995-96 awards highlights the current state of arts sponsorship. In the past companies tried to buy a prize by giving a large sum of money to an established arts company. Now the likely winners are companies who use sponsorship as part of their marketing or community programme.

If the finalists for July 3 share

characteristics, it is a concern for employee involvement, for supporting youth, and for encouraging a new audience to the arts. This is shown throughout the short-list. In the Best Use of a Commission of New Art, United Distillers gave money to Essex Dance, which enabled it to devise works which actually involved employees at its Gordon's Gin distillery at Laindon. However, it faces a battle to win the prize against strong competition from CDT Design, which provided £20,000, its entire marketing budget, to help make possible the "Art Now" displays at the Tate: Manchester Airport, perhaps the most committed sponsor in the UK, which took a new ballet by Rambar Dance to San Francisco; and Toshiba UK which has helped the ICA explore the links between new technology and the arts.

In the First Time Sponsor cate-

gory Crosby Homes (Midlands) was also concerned with wider access - buyers of houses on its new development near the Symphony Hall in Birmingham got free membership to the Hall. It is up against Anglo American, whose backing for the major African show at the Royal Academy acted as a lever for other sponsors; LG Electronics, a Korean company which made a massive impact with £125,000 to help the Royal College of Arts celebrate its centenary with a stylish exhibition; and Lilt, the soft drink, which enabled the Notting Hill Carnival go with a swing.

Lilt is a brand. Using brands rather than the company name to sponsor the arts is a growing trend, but it does not feature greatly in this year's short list. The corporate identity remains paramount. For the International Sponsorship Award it is a battle between Digi-

tal, which helped bring Cirque du Soleil to the Albert Hall; Standard Bank, which took the National Theatre's Studio for workshops in South Africa; and Roche Products, which put Oxford Orchestra Da Camera on the European map.

The awards are constantly changing. Instead of a prize for the best corporate programme - which tended to go to the biggest spenders - ABSA has developed a Strategic Programme category, to encourage sponsorship as integral to marketing. Contenders are the Bank of Ireland; Beck's; British Telecom; and the Halifax, a fairly new sponsor but very active in Yorkshire.

Youth Sponsorship always attracts many entries and this year the award will go to either the Bank of Ireland (again); Midland

Bank; Royal Mail (London division); or TSB.

Increasing access to the arts is acknowledged in a special award, for which Bank of Scotland (which took a book bus to the remote parts of Scotland); First Hydro; Scottish Power (with imaginative support for Scottish Opera which sang excerpts from their forthcoming season to a free audience in a disused Clyde shipyard); and Yorkshire Electricity are short-listed, while the Long Term Development prize will be decided between Amoco, committed supporter of Welsh National Opera; Brother International, which helps the Halle; Easco, stalwart of the National Gallery; and United Distillers for its support of the Lyric Hammersmith, which has recently extended to offering free tickets for first nights to local people.

Perhaps the most interesting awards are for Sponsorship by a Small Business and Sponsorship in Kind. The former reveals the real enthusiasts - Albert's Music Shop, a five man retailer in Guildford which put £3,000 into the Guildford Music Festival and recorded a 25 per cent rise in turnover; Forward Publishing for the Forward Poetry Trust; El Pro UK, which gave £15,000 to the dance development programme of Africa 95; and Judith Adams, the Art Bookshop, who found £1,000 to encourage drama in her local Ludlow Assembly Rooms.

For help in kind Acorn Storage Centres gave Artangel space in Wembley for a work created by Brizzi Enc: Choice FM, a Birmingham radio station, effectively plugged an exhibition of black and Asian art at the Ikon Gallery; Harpers & Queen devoted six issues, plus £20,000, to the Hockey show at the RA; and Nightfreight

GB carried the gear of Hathi Projects, an Asian arts group.

Throw in Single Project, which will go to either AT&T for taking the Almeida *Hamlet* with Ralph Fiennes to the Hackney Empire; Channel Four for the Turner Prize; Glaxo Wellcome for opening eyes to Spanish Still Life at the NG; and Zeneca for backing North Stars Steel Orchestra of Huddersfield and you have most of the candidates.

This year, to mark the start of the FT sponsorship of the awards, there is one new category, the FT/GEREC Award for Sponsorship of the Arts in a European country. Among the ten short-listed companies are Toyota Ireland; Creditanstalt (Austria); Elf (France); and Alcatel Domex and Becks (UK).

The range of companies with an interest in the awards shows just how established sponsorship now is in the UK. ABSA, through its director Colin Tweedy, is fighting hard to ensure that the performing arts do not lose out to bricks and mortar as arts companies seek money from business to underpin their lottery bids. The imagination shown in the 1995-96 awards suggests that ABSA is winning the battle.

Theatre

Habeas Corpus

Alan Bennett's 1973 comedy *Habeas Corpus* is stuck thick with jokes that had the audience laughing from first to last in the new Donmar Warehouse production. The jokes come in many kinds: physical and verbal, clean and dirty, satirical and farcical and parodic; jokes about sex and sexuality, about Englishness and respectability, and about the neat artifice of theatre. Often, the genres of joke overlap. As the Rev Throbbing says to the spinsterly Constance Wicksteed, his would-be fiancée, "Together we shall be in the forefront of Anglican sexuality." Everyone is looking out for - remember this phrase? - the permissive society.

Habeas Corpus - though set in Hove, mainly in the home and surgery of the middle-aged and middle-class Dr Wicksteed - is an audacious contrivance. It is a sex farce without such usual scenic trappings of farce as multiple doors. It is a theatrical celebration of theatricality - full of prolonged asides and ludicrous coincidences, and with a clear sense of comic tradition going back via Orton and Wilde. And it is a satire of Englishness which, in its use of song-and-dance routines to evoke fading local traditions, recalls John Osborne's *The Entertainer*.

This production, directed by Sam Mendes, is cast from strength. Every role here requires an ironic and complex sense of caricature. Almost every character reveals a vulnerable and desperate quality that renders him, or her, now absurd, now touching. The distaff side of the cast is especially strong. At first, Brenda Blethyn, as Dr Wicksteed's 51-year-old wife Muriel, and Imelda Staunton, as the cleaning lady (and chorister; and Fate) Mrs Swabb, are both a little too broad, but soon they sweep the comedy powerfully before them. It would be worth seeing this revival if only for the way Staunton intones "It's all self, self, self in this house. Locked in our tiny domestic tragedies, only I, Amelia Swabb, can take the wider view." Or the way she fatefully announces to the audience "And now, suddenly the air is black with the wings of chickens coming home to roost." Or the way Blethyn, fixing her errant husband to a new stint of sexually busy marital fidelity, makes him kiss her. Legs braced wide apart, she contracts in his embrace, like Hercules with the Nemean Lion, releasing the shattered man at last, she passes sentence on him: "And that's how it's going to be."

Celia Imrie, pinched nasal geometry and unwavering hauteur to the fore, is ideally cast as Lady Rumpers, and Sarah Woodward, always best in comedy, is superbly cast against type as the repressed spinster Constance. Jim



Cast from strength: Imelda Staunton in a new production of Alan Bennett's sexual comedy

Broadbent conveys the downtrodden mid-life lasciviousness of Dr Wicksteed with a nicely elegant air. Nicholas Woodeson catches splendidly the farcical and melodramatic edges of the secret inferiority complex of Sir Percy Shorter, while Richard Bonnewell as the original but perpetually hopeful Rev. Throbbing and John Padden as the hypochondriac Dennis Wicksteed could hardly be bettered.

Yet there is something in *Habeas Corpus* that sometimes freezes both my admiration and my laughter. The play itself works so hard to shunt from joke

to joke (and Mendes's production, excellent in most respects, underlines this, with numerous drastic changes of Paul Pyant's lighting for every aside or surreal moment), and a few of the jokes are creaky. *Habeas Corpus* strongly evokes such Orton comedies as *What the Butler Saw* but, despite the play's sense of irrepressible prurient glee, *Habeas Corpus* is full of repression and guilt. This is an odd thing to say of a play where three women have their breasts fondled and three men drop their trousers. Its characters all reveal that smallness of spirit which, for Ben-

nett, always accompanies Englishness. And all of them, somewhere or other express a sense of failure that spreads through the comedy like rising damp.

Englishness is really Bennett's only subject. He can always make us laugh at its absurdities; he adores its ironies, and he can usually show us its weak, touching, hopeless under-belly. If only he could give us more reasons to like it too.

Alastair Macaulay

At the Donmar Warehouse, WC2

College of Art's Rinehart School of Sculpture; to Aug 4

■ BERLIN

CONCERT Konzerthaus Tel: 49-30-203090

■ Staatskapelle Berlin: with conductor/violinist Pinchas Zukerman perform Mozart's Violin Concerto in G, KV216, Violin Concerto in A, KV219, and Symphony in D, KV355 (Haffner); 8pm; Jun 11, 12

OPERA Deutsche Oper Berlin

Tel: 49-30-3438401

■ Un Ballo in Maschera: by Verdi. Conducted by Rafael Frühbeck de Burgos and performed by the Deutsche Oper Berlin. Soloists include Neil Shicoff, George Fortune and Ralf Lükes; 7.30pm; Jun 11

■ COLOGNE

CONCERT

Kölner Philharmonie

Tel: 49-211-2040820

■ Daniel Barenboim: the pianist performs works by Beethoven and Brahms; 8pm; Jun 10

■ BALTIMORE

EXHIBITION

Baltimore Museum of Art

Tel: 1-410-396-6300

■ Grace Tumbull: exhibition devoted to the work of sculptor, painter, writer and social activist Grace Tumbull (1880-1976). In 1928 Tumbull turned her full attention to sculpture. Her principal technique was direct carving, both in stone and wood, although one of her sculptures best known to the citizens of Baltimore is the bronze "Nala" in the square of Mount Vernon Place. The exhibition is organised in celebration of the centennial of the Maryland Institute,

Tel: 49-40-24862612

■ Egon Schiele. Sammlung Leopold Wien: exhibition of works by Egon Schiele (1890-1918) from the Austrian Leopold Collection. The exhibited works represent all the artist's main periods of creativity and include such paintings as "Selbstseher", "Tote Stadt", "Judenkirchen" and "Eremiten". The display also affords insight into the artist's work as a draughtsman; to Jun 16

■ HELSINKI

OPERA

Opera House Tel: 358-0-403021

■ Das Rheingold: by Wagner. Conducted by Leif Segerstam and performed by the Finnish National Opera. Soloists include Jukka Rasilainen, Jorma Silvasti, Esa Ruuttunen and Arild Helland; 7pm; Jun 10, 11, 12

■ LONDON

CONCERT

St John's, Smith Square

Tel: 44-171-2221051

■ The Songmakers' Almanac: with conductor Graham Johnson perform songs and duets by R. Schumann; 7.30pm; Jun 9

EXHIBITION

Royal Academy of Arts

Tel: 44-171-4397438

■ 228th Summer Exhibition: held every year since 1769, this is the largest open contemporary art exhibition in the world, drawing together a wide range of new work by living artists. It provides an opportunity to see work by internationally acclaimed painters, sculptors and printmakers alongside

works by younger and less well-known artists; from Jun 9 to Aug 18

THEATRE

Barbican Theatre

Tel: 44-171-6388891

■ Romeo and Juliet: by Shakespeare. Directed by Adrian Noble and performed by the Royal Shakespeare Company. The cast includes Christopher Benjamin, Susan Brown, Julian Glover and Michael Gould; 7.15pm; Jun 10, 11

■ MELBOURNE

EXHIBITION

National Gallery of Victoria

Tel: 61-3-22060222

■ J.M.W. Turner: exhibition of approximately 60 paintings and watercolours by the English landscape painter Joseph Mallord William Turner (1775-1851). The exhibits come from European and American museums and private collections, including the collections of the Tate Gallery and the National Gallery in London; to Jun 10

■ MILAN

CONCERT

Teatro alla Scala di Milano

Tel: 39-2-72003744

■ Concertgebouw: with conductor Riccardo Chailly and violinist Frank Peter Zimmermann perform works by Berg and Bruckner; 8pm; Jun 12

■ MUNICH

OPERA

Nationaltheater

Tel: 49-89-21851920

■ Love for Three Oranges: by

Prokofiev. Conducted by Roberto Abbado and performed by the Bayerische Staatsoper. Soloists include Guenter von Koenen, Kenneth Garrison, Brian Montgomery, Marita Knobel and Sabine Hass; 7.30pm; Jun 10, 13, 15

■ NEW YORK

EXHIBITION

Museum of the City of New York

Tel: 212-534-1672

■ Gaelic Gotham: A History of The Irish in New York: exhibition featuring over 400 original artefacts that are displayed in thematic and chronological sections. Within each section, the exhibition focuses on themes important to the story of Irish New York life, such as politics, work, religion, and cultural pursuits, illuminating change in New York's Irish community over time; to Oct 27 The Metropolitan Museum of Art Tel: 212-580-3750

■ Enamels of Limoges, 1100-1350: the first international exhibition devoted to the works produced in the workshops of Limoges, France, between the 12th and 14th century presents some 150 examples of enamels from the collections of the Metropolitan, the Louvre, and the church treasuries of France, including Conques, Toulouse and Saint-Denis. Arranged chronologically, the display traces the various technical and stylistic innovations of goldsmiths at Limoges over the course of more than 250 years. Also the exhibition reconstructs ensembles dispersed centuries ago, including the treasury of the monastery at Grandmont of which Henry II and Eleanor of

Aquitaine were the principal patrons; to Jun 16

■ PARIS

CONCERT

Théâtre du Châtelet

Tel: 33-1-42 33 00 00

■ Concertgebouw: with conductor Riccardo Chailly and violinist Frank Peter Zimmermann perform works by Berg and Bruckner; 8pm; Jun 9

■ WASHINGTON

EXHIBITION

National Museum of American Art

Tel: 202-357-2700

■ Elu Vedder's Drawings for the Rubáiyát: American expatriate artist Elu Vedder (1838-1923) became synonymous with his celebrated illustrations for an edition of the Rubáiyát of Omar Khayyám, published in 1884 by Houghton, Mifflin and Company. This exhibition features all 54 of Vedder's original drawings for the Rubáiyát; to Jun 9

■ ZURICH

CONCERT

Opernhaus Zürich

Tel: 41-1-268 6666

■ Hermann Prell: recital by the baritone, accompanied by pianist Michael Endres; 8.30pm; Jun 10

COMMENT & ANALYSIS

Philip Stephens



Ireland's two faces

Mary Robinson represents a tolerant and inclusive Irish nationalism that is alien to Gerry Adams and the IRA

Two images of Ireland have impinged on our consciousness these past few days. President Mary Robinson has shown us the relaxed, self-confident face of the modern Irish Republic. In Gerry Adams, the Sinn Féin president, we have seen once again the mean, pinched features of Irish republicanism.

It is tempting to pass over the pomp and ceremony accompanying the first official visit to Britain of an Irish head of state. These are dark times. The IRA has refused a restoration of the ceasefire which not so long ago raised hopes of permanent peace in Northern Ireland. The talks so carefully designed to cement republicanism's conversion to constitutional politics will start in Belfast next week without Sinn Féin.

Taking lunch with John Major in 10 Downing Street and with the Queen in Buckingham Palace, Mrs Robinson has re-invented her office, using it to articulate and promote Ireland's new self-image.

A liberal, left-leaning feminist, her own background is integral to the process. She was brought up in the boglands of County Mayo. It is beautiful country, as rural as any in Ireland. It is also a bastion of Catholic traditionalism. Yet Mrs Robinson married a protestant. And, when she decided to enter politics, she chose the country's small Labour party over its two mainline rivals.

There have been important breakthroughs in her approach to Anglo-Irish relations. Her predecessors rarely set foot in Britain. Though this was her first official visit to London, Mrs Robinson has made a point of making friends and building contacts during past, private, trips. Save for the timidity of the Whitehall establishment, she might have broken another

The president

of the Republic represents a future which will see violent republicanism stranded by the tides of history

of the Republic

taboo this week by addressing both houses of parliament. She has played host to several members of the royal family, and is eager for the Queen to become the first British monarch to visit Dublin since George V in 1911.

There is more to this than symbolism. Reconciliation with the past oppressor is part of a sense of Irishness which no longer relies on Britain. Unlike the English, the Irish have become enthusiastic Europeans. A successful economy, and a cultural renaissance, have reawakened national self-confidence. The Irish diaspora, numbering some 70m worldwide, is viewed now as a symbol of strength rather than of weakness. Thus Irishness is defined not by some arbitrary territorial boundary but by its culture and its values.

This is a concept of nationhood entirely alien to Mr Adams. As Mrs Robinson remarked this week, it recognises the right of unionists in the north to consider themselves British rather than Irish. It is tolerant and inclusive while Sinn Féin is mean and sectarian. It is Ireland's future rather than its past.

Watching his response to the latest agreement between the London and Dublin governments, it is clear that the Sinn Féin president understands none of this. Among his military bosses in the IRA, he no doubt stands out as rather a progressive figure. Mr Adams, of course, now claims that his organisation is distinct from the IRA. That is palpable nonsense. The two organisations are indivisible. He trumpets the fact that Sinn Féin secured 15 per cent of the votes for the Northern Ireland forum, which provides the basis for next week's talks. He demands a seat at the table on the basis of that "mandate".

No matter that his party's candidates included several of the IRA's military strategists. Sinn Féin knew the rules before the elections were held. Dublin is as insistent as London that it cannot bring its

armalites to the negotiations.

For all that, I am not among those who believe that the two governments should abandon all hope even before the talks start. In spite of its defiance in recent days, there appears to be a curious standoff within the IRA. Mr Adams cannot secure a ceasefire. And there are whispers in the intelligence services of plans for another bombing "spectacular" in London. But the IRA is divided, and seems reluctant to launch full-scale hostilities. Perhaps just perhaps, it has decided to wait and see.

In such circumstances, talks without Sinn Féin are better than paralysis. The ground rules now set out by the two governments are full of the obfuscation which has always been demanded by the tribal politics of Northern Ireland. But they represent a workable compromise. And George Mitchell, the former US senator, is a good choice as an independent arbiter.

No doubt the unionist parties will claim that further concessions have been offered to Mr Adams. But they too have missed the changes in the Republic. The principle that Northern Ireland's constitutional position can be altered only on the basis of consent is now as entrenched in Irish as in British thinking. And were the IRA to put aside its weapons, Sinn Féin would enter the negotiations on a level playing field. The linguistic contortions in Anglo-Irish statements have always been inelegant but, if they save some lives, there can be no harm in that.

A few years ago, before the IRA ceasefire, Mrs Robinson took a political risk and shook hands with Mr Adams. She was much criticised at the time. I suspect she would repeat the gesture now if she thought it would advance the cause of peace. The president can afford to be generous. The future lies in her vision of Ireland. Mr Adams has too long been fighting yesterday's war with the British to understand that simple truth.



SPOT THE REFUGEE

There he is. Fourth row, second from the left. The one with the moustache. Obvious really.

Maybe not. The unsavoury-looking character you're looking at is more likely to be your average neighbourhood slob with a grubby vest and a weekend's stubble on his chin.

And the real refugee could just as easily be the clean-cut fellow on his left. You see, refugees are just like you and me.

Except for one thing.



United Nations High Commission for Refugees

Everything they once had has been left behind. Home, family, possessions, all gone. They have nothing.

But we are asking that you keep an open mind. And a smile of welcome.

It may not seem much. But to a refugee it can mean everything.

UNHCR is a strictly humanitarian organization funded only by voluntary contributions. Currently it is responsible for more than 19 million refugees around the world.

UNHCR Public Information
P.O. Box 2500
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LETTERS TO THE EDITOR

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We are keen to encourage letters from readers around the world. Letters may be faxed to +44-171-873 9338 (please set fax to 'fine'). e-mail: letters@ft.com. Translation may be available for letters written in the main international languages.

EU must act to allay fears over food

From Ms Annika Ahlberg and Mr Kari Erik Olsson.

Sir, The consumer's trust in food must be reacquired. Stricter legislation is one way. Citizens' and consumers' discussions on the use of antibiotics in animal feedstuffs and hormones as growth promoters are growing more intense. Hence the review of the veterinary legislation "from stable to table" initiated by the European Commissioner Franz Fischler is greatly welcomed.

People do not want to eat food that has been produced in an animal-unfriendly way, and they worry even more if the food is a threat to human health. The horror spreads, and even though it may not be in proportion with the real danger, their anxiety must be taken seriously.

Unfortunately, the fear we experience today due to BSE is not an isolated case. Next time it may be polluted tap water, growth promotion hormones in meat or antibiotic-resistant bacteria. We need stricter legislation urgently.

The European Union, unlike the US, is against hormones as growth promoters. The EU took into consideration scientists', as well as public, opinion when deciding to ban hormones. The Union has to act in the same way when it comes to antibiotics in feedstuff. Only by improving its ability to provide citizens' basic needs and solve citizens' basic problems can the European Union become truly successful and appreciated.

Annika Ahlberg,
minister of agriculture,
Swedish Ministry of
Agriculture,
103 33 Stockholm,
Sweden,
Kari Erik Olsson, MEP and
former Swedish minister of
agriculture,
European Parliament,
B-1049 Brussels, Belgium

Summit aim must be to relaunch market integration in Europe

From Mr Carlo De Benedetti.

Sir, At the summit in Florence later this month the heads of Europe's governments must face the fact that people today regard the idea of a united Europe with fear and suspicion. The enthusiasm for the 1992 Single Market - a promise of growth and prosperity - has faded.

Stage one of Europe's integration has ended. People feel cut off from a Europe that imposes endless sacrifices, taxes and social spending cuts.

Support for government is dwindling as unemployment rises and a feeling of insecurity spreads across every region and every social class. Debate about Europe has returned to a technical discussion on the Maastricht targets among monetarists and the central banks.

Integration is stalled, leaving Europe stranded, the prisoner of an incomplete process.

National markets are

overwhelmed by a surfeit of

regulations, bureaucracy and

monopolies.

Markets work only if there is

a plurality of players; freedom of choice in supply and demand; freedom to enter and to withdraw; transparent prices; a distinction between assistance and welfare; flexible factors, particularly labour.

To create a truly open single market, similar action must be taken in other areas, starting with those with greatest regulatory pressure: labour, education, healthcare, finance and transportation.

The summit in Florence needs to map out a clear plan of concrete action, which will re-launch market integration in an open competitive environment and recreate a real sense of "new frontier". My Jacques Santer, president of the Commission, has started the ball rolling with his ideas to stimulate co-operation among business, unions and government. He deserves our support.

Carlo De Benedetti,
chairman,
Olivetti,
Via Jervis 77,
10015 Ivrea,
Italy

Hopes for East Timor are not reassuring

From Mr Simon Giverin.

Sir, Mr Ali Alatas, Indonesia's foreign minister, states in an interview with you ("Indonesia threatens slowdown on E Timor", June 3) that he wishes a solution in East Timor which is "more or less durable and where no-one feels a loser".

What he means, of course, is that he wishes to encourage

Portugal - and the other human rights organisations you mention - to join the rest of the western world in turning a blind eye to the abuses perpetrated over the past 20 years upon the East Timorese by the Indonesian state.

I would suggest that the families of the estimated 100,000 men, women and children (about one-fifth of the

population) who have died in the independence struggle against Jakarta since 1976 would be less enthused by the reassuring diplomatic news (from their own foreign minister, no less) that non-one need lose out.

Simon Giverin,
92 cours Vitton,
69006 Lyons, France

UK should recognise importance of Yemen

From Dr M.S.N. Al-Kahali.

Sir, I would like to see the UK government participate more in the development of the Yemen. Having come from Aden, Yemen, and having experienced life in Saudi Arabia, I am surprised at the UK government attitude

towards the Yemen recently, especially after the last civil war in May 1994.

I think it is complacent not to recognise the importance of Aden as the future gateway to Arabia. In the uncertain future of Arabia politically, Yemen is the country to rely

on in times of turmoil, being the only country in Arabia that has a democracy, freedom of speech and human rights.

M.S.N. Al-Kahali,
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Europa • Michael Stürmer

The struggle of the Wild East

Russia has tried to limit the fallout from the collapse of the USSR but instability is still a threat

"I cannot forecast to you the action of Russia. It is a riddle wrapped in a mystery inside an enigma." That is how Winston Churchill defined western ignorance about Russia more than half a century ago. He added, however: "Perhaps there is a key. It is the Russian national interest."

But this, in turn, leaves us with a big question. For what is the Russian national interest today? Is it determined by the westerners, of whom President Boris Yeltsin seems to be a distant descendant, or by the Eurasians, to whom Mr Gennady Zyuganov, Mr Yeltsin's chief opponent, and the recycled communists owe their allegiance?

Or is it decided by the energy clan around Mr Victor Chernomyrdin, the prime minister? Or by the military under General Pavel Grachev, the Russian defence minister? In this defining moment of world history, just one week away from the Russian presidential elections, it is very difficult to find out who is determining the Russian national interest.

Dostoevsky's Russia, with its strange mix of sentimental and brutality, may be more of a guide to the future than the free-wheeling capitalist Russia of Professor Jeffrey Sachs, the Harvard economist. We will not have the Russia of our wishes. There is, in sharp contrast to recent hopes in the west, still a lot of history to come.

Russia is one-seventh of the earth's landmass, spreading across nine time zones. It is a country of violent contradictions - yesterday's superpower, tomorrow's energy giant, and a country whose potential for creating trouble for itself and for the rest of the world may defy our wildest imaginations.

At the end of the cold war the USSR was the uneasy owner of 46,000 nuclear warheads and is now trying to control what is left. Empires, when they fall, do so with a bang, not a whimper.

Empires, when they fall, do so with a bang, not a whimper.



Russia's struggle for unity: brutal tactics in Chechnya

Soviet Russia, so far, is a notable exception. Since the Federation Treaty of 1992, the 89 constituent parts of the Russian Federation have gained influence, though not independence. That is good news for those with nuclear concerns and for those with energy interests. The foremost condition for Russia as a partner - albeit always a difficult one - is that it stays in one piece.

What replaces the Soviet Union, at home and abroad, is still largely unsettled. The Russians claim what they call "near abroad" as a zone of special interest. That can come as a surprise only to those who have chosen to ignore the last 300 years of Russian history - and who fail to understand that the west, too, wishes to co-opt eastern and central Europe and expand its strategic, economic and moral space.

Westerners believe, based on the ideas of democracy and the market economy, that they have the modern equivalent of divine right on their side. But one should not forget that a major strategic misunderstanding with Russia is a dangerous thing. The Europeans especially should not overlook that the number one US national interest is to protect the continental US against nuclear dangers; to see progress in eastern

Europe takes, at best, second place. For their part, the Russians have - with the help of money from Germany and other countries - co-operated with the west in trying to limit the destructive consequences of the fall of their empire. They left eastern Germany, Poland, Hungary and even the Baltic countries without much delay and in conformity with the agreements signed; they complied with arms control agreements - even the Conventional Forces in Europe Agreement is now being repaired; they supported the Middle East peace process; in Cuba they understood how to cut losses; and the Dayton agreement, for the time being, enjoys their support.

This is the upside. But there are also ominous signs on the downside, including the quarrel over Caspian pipelines. The high-tech weapons sales to China reveal both a lack of wisdom and a lack of cash. In siding with Iran against the west, the Soviets are reopening the Great Game of the past.

Both the west and Russia should be careful not to make their common interests hostage to the dispute over the widening of Nato, but rather should try everything to fit together their different views of European stability.

At the top of their list of concerns - apart from the opening of the Russian market and the building of good government - should be the control of proliferation of weapons of mass destruction; the co-opting of China, so far not given to strict observance of international rules; the establishment of security in the Middle East; and the stability of eastern and central European countries.

Chances for a settlement on most of those topics are good, whatever Russia's domestic scenery after the election. So far Russia has conducted, from a weak base, a strong foreign policy, reorganising much of the post-Soviet space with subtlety even towards the Ukraine, although with rough edges in other places. Russia after the Soviet Union is far from being, as it was once called, "Upper Volta with mis-

The author is director of Stiftung Wissenschaft und Politik, a German foreign affairs and defence policy institute.

FINANCIAL TIMES

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Friday June 7 1996

How to lose the beef war

In its battles with Europe over infected beef, the British government can now achieve only different degrees of defeat. Its best course therefore is to declare victory and beat a retreat.

As the Confederation of British Industry said this week, the UK has much to lose by elevating these questions of food hygiene and bovine disease into an international political wrangle. Britain should therefore adopt a more conciliatory tone, and co-operate with the European Commission in finding a solution without resort to procedural blackmail. Despite what the Tory party's sabre-wavers may say, the other European countries do not want relations to be damaged by this issue either. There are matters of greater and longer term importance to discuss at the EU summit in Florence on June 21.

The decision by the Commission on Wednesday to lift its ban on the export of three beef products - tallow, gelatine and semen - was at least a step in this direction. The British government should have taken it as an opportunity to abandon its febrile attempt to disrupt EU decision-making. Instead, it responded - inadequately - with a procedural concession.

This might be a sign that the grand tour of European capitals this week by Messrs Douglas Hogg, the agriculture minister, and Malcolm Rifkind, the foreign secretary, is bringing a return to common sense. If so, they have not gone far enough. The continued vetoing of EU decisions is petulant and childish.

It is also counterproductive. Since the disruptive behaviour is having almost the opposite effect to that intended. Far from persuading Britain's partners to lift the ban on British beef, it is

annoying them and stiffening attitudes. Moreover, it is a thoroughly bad precedent for how EU disputes should be resolved.

The British government must come to terms with its mistakes: a failure to take strong action against BSE (or mad cow disease) in the mid-1980s; clumsiness in handling recent evidence that BSE might be passed on to humans; and insensitivity in not giving better warning to EU partners of the new findings.

Moreover, UK ministers still

need to understand that EC governments, acting as proxies for consumers, had every right to be worried by the announcement that eating British beef might cause death. However small that risk, potential customers on the continent will require more than the British government's word that adequate measures have been taken to make British beef safe. Moreover, since disputes about how many cattle need to be slaughtered cannot be resolved by science, a commercial decision may have to be made, instead, on whether access to EU export markets is worth the cost of killing more cattle than the UK believes necessary.

If the UK wants market access, it will have to co-operate unreservedly with the European Commission in agreeing the framework for measures to eradicate the disease. The UK must also accept that it has lost the trust of other countries in its ability to eradicate BSE. Rebuilding this trust will take years and require strong measures and more rigorous EU policing.

But first, British ministers must stop blowing their nationalistic trumpets and admit to the commission: "We are in a hole. Please help to dig us out."

Snipping rates

If you make a "surprise" cut in interest rates with an election on the horizon, you will inevitably be accused of putting politics before the interests of the economy. But the chancellor, Kenneth Clarke, can muster a perfectly good economic case for yesterday's modest reduction in the base rate.

The best reason for the move is also the most traditional: alarm over a rising pound. Before the one quarter of a percentage point cut in rates, sterling had risen by roughly 4 per cent on a trade-weighted basis since the start of the year, with much of that rise coming in the past four weeks.

With luck, the loosening of monetary policy will help counteract the effect of the currency's sharp rise, without endangering the government's inflation target. Most signs suggest that UK manufacturers have yet to shrug off last year's build-up in inventories and the slowdown in continental Euro-

pean demand. And did not Mr Clarke's "wise persons" - or most of them, at least - conclude yesterday that the economy could grow at 3 per cent a year over the next few years without igniting inflation?

The risks to this benign outlook are no less traditional. No-one

knows how much spare capacity

there is in the economy; still less

the pace at which it can be used

up without pushing up inflation.

Equally, yesterday's small rate cut will do little to offset the broad international factors that have pushed the pound upwards.

In the autumn Mr Clarke might suffer from the triple whammy of a further rise in sterling, a sharp pick-up in domestic consumption and an unacceptable large fiscal deficit. He would presumably want to lower interest rates and cut taxes. But he will probably be unable to deliver both and might be unable to deliver either.

Remaking Nato

The Nato foreign ministers who gathered in Berlin this week gave some confusing signals about the real significance of their decision to create a more flexible defence system, with Europe playing a bigger role. Fortunately, however, this long overdue effort to adapt the alliance to the post-cold war world was probably a more sensible and less dramatic move than the contradictory claims emerging from Berlin would suggest.

One such claim was made by US officials, who repeatedly described the conference as the most important Nato had held for decades. They also insisted, in the same breath, that the European-only military operations dreamed up in Berlin were unlikely to materialise, because the US would stay closely involved in the continent's security.

France, for its part, hailed the decisions taken in Berlin as a triumph for its campaign to make Europe more self-sufficient. But it also warned that they only marked the beginning of Nato's conversion into a military structure Paris could rejoin. The UK, which had supported France in many backroom negotiations, was sceptical in public about the likelihood of all-European military operations of any significance. Germany, meanwhile, lent public support to France's claim to have won big concessions for European independence - although its own quiet security co-operation with the US has never been closer.

Despite all the confusion, the generals whose job it is to act on these strange signals can comfort themselves with the fact that in security matters, practice is often easier than theory. Bosnia has shown how the US and western Europe, including France, can co-operate effectively and flexibly

in an unfamiliar task, as long as the will is strong enough. The unhappy experience of the European-led UN mission in that region has also demonstrated how bad the consequences can be when the US and its allies fall out of step. To that extent, Washington's assurance that its allies will hardly ever need to act alone is a welcome one.

So too is the plain fact that France, for all its theoretical insistence on the independence of its armed forces, has in practice started to co-operate much more closely with all its allies, including the US. The French government's approach to military matters is practical as well as cerebral. It can see as well as anyone that there is more danger of too little US engagement with the continent than of too much.

As for the gains that are supposed to have been made in Berlin, they are relative at best. Essentially, what was agreed was a procedure under which the US may lend important military equipment to its European allies. But if the US ever makes such loans, it will ask hard questions about how its assets will be used and reserve the right to recall them. It would be unrealistic to expect otherwise.

Borrowing procedures alone will not provide any real self-sufficiency for Europe. To do without US support, the European members of Nato would have to increase their defence spending drastically, and that is out of the question politically. But if some countries feel obliged to exaggerate, for domestic purposes, the autonomy of Nato's European pillar, nobody should object too much. Humouring such claims may be an acceptable price to pay for the redesign of the alliance.

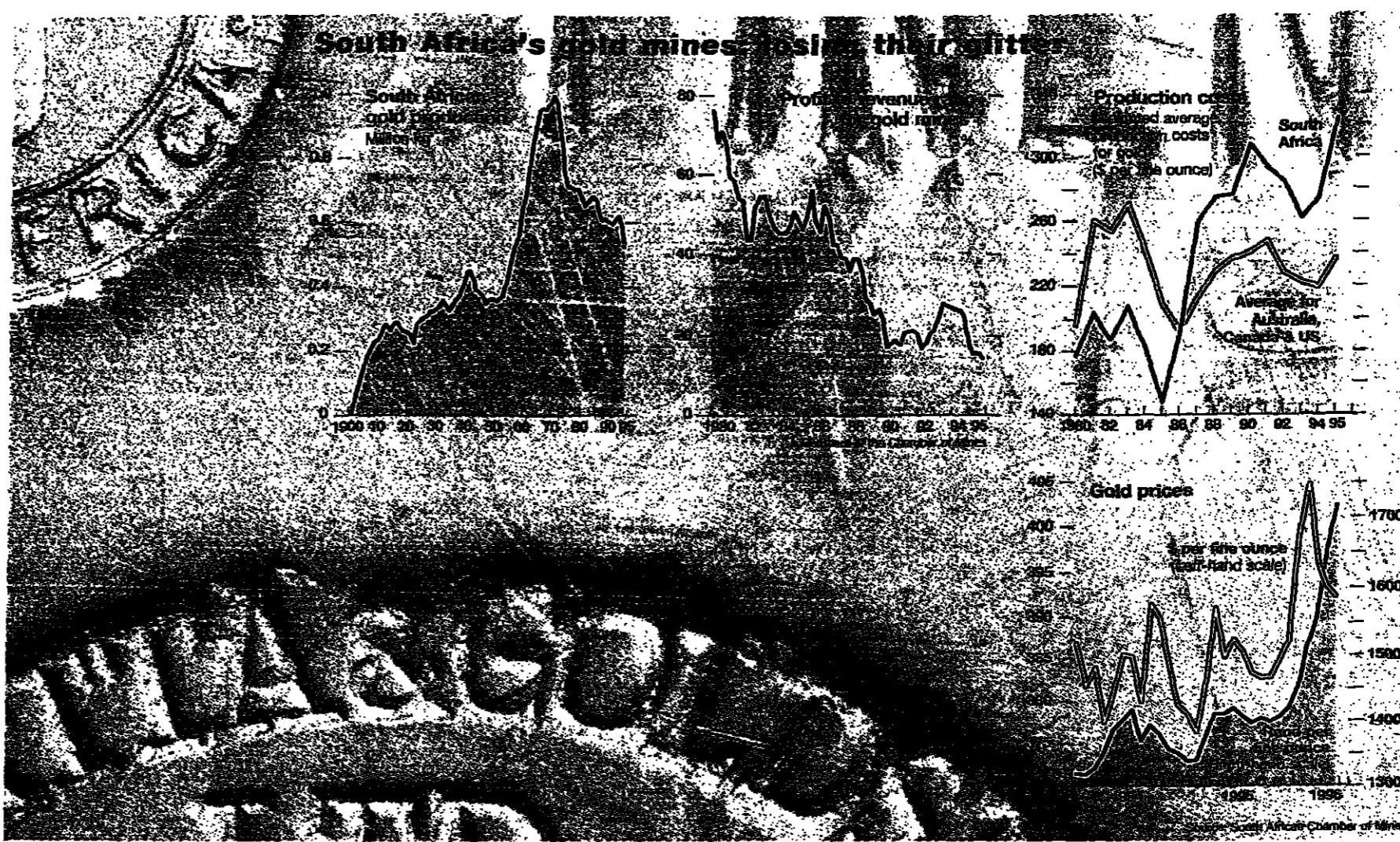
The first \$1bn is the hardest

It hardly came out of a clear blue sky. In fact, German giant Bertelsmann and the Murdoch-controlled British Sky Broadcasting had not fallen out over the best way to lose the first few billion dollars in the new age of digital television, it would have been surprising.

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COMMENT & ANALYSIS



The pitfalls of deep mining

South Africa's gold mines are struggling to improve productivity and maintain their international competitiveness, says Roger Matthews

Johannesburg was not exist if it were not for gold: South Africa's economy was built on the mines around the city, and gold continues to make a vital contribution to the country's wealth. It provided nearly 5 per cent of gross domestic product last year, and 20 per cent of export earnings. South Africa still has at least 40 per cent of the world's recoverable reserves.

But high costs, poor productivity and the need to improve safety standards have called into question the international competitiveness of South Africa's gold mines. Production in 1988 dropped by more than 10 per cent to 322 tonnes, the lowest for nearly 6 years, after a fall of nearly 6 per cent in 1984.

Simultaneously, productivity decreased, pushing up production costs by 19 per cent, double the rate of inflation. The result was a 38 per cent decline in the profit on every kilogram mined, and a 36 per cent fall in the dividends paid by the world's recoverable reserves.

But each miner is estimated to be

financially responsible for seven to

10 dependents, and remittances are

the lifeblood of many rural

communities, the social and political

implications are obvious. Sacked

miners, many from neighbouring

countries, this adds to the problems of

scattered miners towns, and probably contributes to South Africa's already high rate of crime.

When Freegold, the world's largest gold mine, announced early this year that it was considering laying off 10,000 men, one of the first to react was Mr Tito Mbeweni, the minister of labour. He swiftly telephoned Mr Bobby Godsell, the head of Anglo American's gold and uranium division, which owns Freegold, to protest and seek a reversal.

"Tito asked me how I could do this," says Mr Godsell. "I replied,

"Tito, how can I not do it, unless you write me an immediate cheque to cover the losses?" But even that is no answer. You can maybe give the mine three months to try to put things right, but you cannot subsidise the industry. What you the government, the unions, and the shareholders require is profitability."

Mr Baxter estimates that the number of marginal mines - those

having a profit to revenue ratio of

below 6 per cent - has increased

from seven in 1984 to 15 last year.

These mines produced more than

190 tonnes of gold and employed

more than 350,000 workers. In other

words, the marginal mines account for 37 per cent of production and 44

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IN BRIEF

Court lifts hitch on Time Warner deal

One of the main obstacles delaying completion of Time Warner's \$7.5bn takeover of Turner Broadcasting fell with a court decision that the deal does not breach a joint venture contract between Time Warner and the US West telecoms and cable television group. Page 18

Springer upbeat after 15% advance

Axel Springer, one of Germany's largest newspaper groups, expects turnover to rise 4 per cent this year and the improvement in net profits to beat last year's rise of 15.4 per cent, despite higher paper costs and intense competition for advertising. Mr Jürgen Richter (left), chairman, made the optimistic forecasts after Springer announced that for the first time in its 50-year history, turnover, which included revenue from sales and advertising, exceeded DM4bn (\$2.6bn) in 1995. Page 16

OTE seeks ally for cellular phone venture

OTE, Greece's state telecoms monopoly, has appointed Alpha Finance, the Greek merchant bank which advised on its flotation earlier this year, and Finland Telecom, the Finnish state operator, as advisers on setting up a mobile telephony system to compete with two private cellular operators in Greece. Page 16

Mixed message from Philippine banks

The Philippine banking sector has never had it so good – average profits growth for the sector jumped to 45 per cent in the first quarter as the country's largest banks enjoyed unprecedented growth. But while lending volumes are growing apace, the same cannot be said of growth in deposit volumes. Page 17

America Online shares tumble

Shares in America Online, the leading US online information service for personal computer users, have fallen sharply over the past two days as analysts expressed concerns about mounting competition from Internet-based services. AOL was trading at \$42.50 in mid-session, down \$11.40, or more than 21 per cent, from Monday's close of \$54.40. Page 18

Choppers protect Washington cherry trees

Helicopters hovering over fruit trees in the US state of Washington at this time of year are not engaged in agricultural espionage but in protecting the region's \$40m ripening cherry crop. Growers send a fleet of helicopters up to blow dry the fruit, which can be ruined at this crucial point in the growing season by rain. Page 21

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Chief price changes yesterday

| NEW YORK (\$) | | BT Aquatone | 338.10 + 10.60 |
|-----------------|--------------|------------------|----------------|
| Body Shop | 27.75 + 2.50 | Brookhaven | 295 - 9 |
| Brundage Inc | 33.50 + 2.50 | BT | 295 - 9 |
| Calico | 33.50 + 2.50 | Brookhaven | 295 - 9 |
| Parfums | 81.14 - 5 | Avon | 205 + 14 |
| Dove Corp | 16.14 - 5 | Avon Clean | 205 + 14 |
| Harvest Oil | 20.50 - 2.50 | Avon Clean | 205 + 14 |
| Worrell | 41.14 - 3.50 | Telstra B | 215 + 14 |
| LONDON (Pence) | | Parfums | |
| Fluor | 485 + 32 | David Clean | 640 - 20 |
| Marconi | 251 + 30 | Yves | 228 - 18 |
| Orbis | 70 + 7 | HONG KONG (HK\$) | |
| Summa Int'l | 255 + 35 | Fluor | 225 + 25 |
| UNESCO | 185 + 15 | Century Pac | 14.00 + 0.50 |
| Fluor | 400 + 40 | Fluor | 11.00 + 0.40 |
| York Water | 903 - 25 | Union Carb | 0.40 + 0.45 |
| TORONTO (C\$) | | Fluor | |
| Fluor | 6.10 + 1.10 | H B Int'l | 1.35 - 0.07 |
| Deutsche Health | 7.50 + 0.65 | Sun Hong Int'l | 2.75 - 0.15 |
| Major Drilling | 7.75 + 0.65 | Telstra B | 2.85 - 0.175 |
| Montror, Com | 8.75 + 0.65 | | |
| Parfums | 19.10 - 4.20 | BLANGKOK (Baht) | |
| Exxon | 18.50 - 3.20 | Fluor | |
| Exxon-Mobil | 18.50 - 3.20 | Fluor | |
| Centrica | 14.50 - 2.20 | Fluor | |
| BP/Amoco (Pf) | | Fluor | |
| Fluor | 920 + 11 | Fluor & Driv | 34.05 - 2.75 |
| Exxon | 684 + 24 | Fluor & Driv | 34.05 - 2.75 |
| Exxon | 575 + 8 | Fluor & Driv | 34.05 - 2.75 |
| Exxon | 558 + 5 | Fluor & Driv | 34.05 - 2.75 |
| New York Stock | 358 - 2.50 | Waste Gp | 31.30 - 2.50 |

New York & Toronto prices at 12.30. Frankfurt closed.

NEC to cut semiconductor output

By William Dawkins in Tokyo and Jack Burton in Seoul

NEC, the world's second-largest producer of memory chips, is to reduce production of its main semiconductor, the 16-megabit dynamic random access memory chip, for one month because of a collapse in prices.

This comes just a week after the market leader, Samsung of South Korea, announced a 15 per cent cut in 16-megabit D-Ram output for the second half of the year. Prices of 16-megabit D-Rams had halved since the turn of the year from \$45-\$50 per

chip, to about \$18-\$20, said NEC. NEC's move added to the gloom surrounding semiconductor producers and cast a fresh shadow over its earnings outlook after a year in which its pre-tax profits more than doubled, said analysts in Tokyo.

NEC is to cut output at three plants in Japan and one in California by 15 per cent from the present 11m 16-megabit chips per month to 9m. Plans to increase monthly output to 18m units by January have been put on hold, review at the end of August.

In the year to March, NEC invested a record Y210bn (\$1.9bn)

in plant and equipment, much of it for making 16-megabit D-Rams. Rivals have done the same.

But just as the industry's latest investment cycle peaked towards the end of 1995, so did demand, weakening first in the US and then elsewhere, said NEC. World supply currently exceeds demand by about 15 per cent, it estimates.

At the same time, NEC's share price has fallen from a peak of Y1,490 last October to Y1,150 yesterday, down Y30 during the day. Other Japanese semiconductor companies' shares also fell.

Last month, NEC forecast a 10 per cent rise in consolidated prof-

its to Y255bn for the year to next March. But Mr David Benda, analyst at BZW Securities in Tokyo, believes that might now be optimistic.

"It looks as if 16-megabit D-Rams are going to be a disaster for them," he said. He questioned whether producers would cut output as much as announced, given the need to sustain cash flow to fund depreciation on their new plants. "In some ways, it's better to let them run at a loss than to cut back," he said.

Among other Japanese chip producers, Mitsubishi Electric has postponed plans to double

output to 13m units a month and says it will stop at 10m. In Korea, the LG group recently froze production at 8m units a month, rather than raise it to 10m.

• Hitachi and Nippon Steel of Japan yesterday linked up with the Economic Development Board of Singapore to establish one of south-east Asia's biggest semiconductor plants, AFP reports from Singapore.

The two companies signed an agreement to establish the plant, which will make 64-megabit D-Rams, with initial capital of \$844m (US\$314.28m). World Stocks, Page 32

AT&T to dispose of leasing division

By Richard Waters in New York

AT&T has agreed to sell its leasing and finance business, AT&T Capital, in an unusual \$2.3bn buy-out which is being financed from London.

The deal will give control of the US's second-biggest equipment leasing company to GRS Holdings, a UK-based company which is financed by Nomura International, the London arm of the Japanese securities house.

AT&T has been exploring the sale of its 85 per cent-owned financing unit since last September. The disposal is part of a break-up of the US long-distance telephone group which has already seen the creation this year of a new listed company, Lucent Technologies, to assume its telephone equipment business.

For AT&T, the sale ends one of the most successful forays into finance by a US industrial group. The unit was created 11 years ago to provide finance for buyers of AT&T equipment, but has grown to a position where two thirds of its business comes from other sources.

Mr Tom Wajnert, who will remain its chairman, said AT&T Capital planned to grow its international financing operations, which currently account for around a fifth of its \$10bn of assets. With operations in 20 countries, the leasing company would seek to work closely with big manufacturers or distributors which wanted "consistent customer financing worldwide," he added.

AT&T will continue to own a separate credit card business.

The UK-based GRS, whose backers include two specialist financing companies, Prudential of the UK and Babcock & Brown of the US, will end up owning about 85 per cent of the equity in AT&T Capital, which will keep its existing name. Another 10 per cent will be owned directly by Babcock & Brown, a San Francisco-based leasing and project finance firm, with 5 per cent owned by management.

The deal will be financed in part through a securitisation of AT&T Capital's assets, a method that would be used more frequently to finance the company's growth, said Mr Wajnert. The transaction also involves \$900m of equity, and \$200m of perpetual preference shares. The equity provided by GRS will be financed by a loan underwritten and syndicated by Nomura International.

Amer warning of loss for year sends shares down 11%

By Hugh Carnegie in Stockholm

Shares in Amer, the Finnish parent of US sports equipment group Wilson, crashed with all the force of a slam-dunk from its sponsorship star Michael Jordan yesterday after the company reported heavy losses in the first four months of the year and warned it would remain in the red for the whole of 1996.

At one point shares in Amer, which also owns MacGregor golf and Atomic ski brands, fell more than 15 per cent on the Helsinki bourse before recovering to end down 11 per cent on the day at FM74.00.

Investors were shocked by the depth of the problems plaguing Amer, the world's second largest sporting goods maker, after more than a year struggling to overcome weak sales worldwide for its tennis, golf and ski equipment.

The group slid to a pre-tax loss in the first four months of FM118m (\$25m), from a profit at the same stage last year of FM75m. Sales slumped 27 per cent, from FM2.2bn to FM1.5bn, and Amer said poor performance from Wilson, MacGregor and Atomic would result in a full-year loss after a FM142m profit last year.

"We are going to take action as quickly as possible," said Mr Roger Talarmo, the former Finnish professional freestyle skier who moved from Atomic last month to take over as group chief executive. "Some decisions will have to be tough, but the situation requires it."

Amer was an unknown domestic-oriented cigarette maker and car importer until swooped on by Wilson and MacGregor in 1988.

Puma offer, Page 18



HARVEY NICHOLS

Flotation and Placing of 27,450,000 Ordinary Shares representing 49.9% of Harvey Nichols Group plc

on behalf of

Dickson Concepts (International) Limited

COMPANIES AND FINANCE: EUROPE

NEWS DIGEST

Five new directors join Stet board

Five new directors yesterday joined the board of Stet, Italy's state-controlled telecommunications holding company, and existing senior management was reconfirmed, as the group underlined its readiness for further privatisation. Stet shares have weakened recently following reports that the sale of the state's 84 per cent stake in the group might be held over to the start of next year.

At yesterday's annual meeting in Turin, Mr Ernesto Pascale, reconfirmed as chief executive, did not comment directly on negotiations with international groups including Cable and Wireless of the UK and IBM of the US. But he indicated that the timing and scope of the group's ambitious programme to lay fibre-optic cable to homes across Italy might be adjusted in the face of opposition from some local authorities. Among the new directors are Mr Alessandro Ovi, a close associate of Mr Romano Prodi, the new Italian prime minister, and Mr Tommaso Vincenzo Milanese, a finance director of Iri, the state holding company which controls Stet. *Andrew Hill, Turin*

Outokumpu warns on results

Outokumpu, the Finnish mining and metals group, posted net profits for the four months to April of FM191m (\$40.7m) against FM236m (\$112m) last year. Earnings per share fell from FM4.53 to FM1.53. The group warned that full-year results would be lower than 1995's. The warning and disappointing figures drove the shares down 2.4 per cent, to FM51. The company blamed the fall on the "weakening market situation". Operating profits fell from FM764m to FM452m on sales down from FM5.826m to FM5.751bn. Profits after financial items fell from FM789m to FM305m.

Base metals sales rose by one-third to FM1.62bn, while the operating loss narrowed from FM58m to FM37m. Stainless steel sales fell from FM1.939m to FM1.671bn, with operating profits at FM337m, down from FM633m. Sales of copper products were little changed but operating profit fell from FM161m to FM133m. *AFX News, Helsinki*

Orkla pre-tax up 18.6%

Orkla, the Nordic region's biggest food and drinks producer, posted pre-tax profits up 18.6 per cent from NKR550m to NKR706m (\$107.9m) for the four months to end April. Net profit rose from NKR425m to NKR497m on sales up from NKR6.31bn to NKR8.15bn.

Industrial operations profits fell from NKR341m to NKR316m. Profits on investments rose to from NKR24m to NKR30m, corresponding to an overall portfolio return of 13.3 per cent.

The food division's operating profits rose from NKR78m to NKR134m. The beverages division made a profit of NKR45m - compared with a loss of NKR12m - due to a positive contribution from Phipps Ringnes, the joint venture in which the company holds 45 per cent. *AFX News, Oslo*

Rabobank forecasts growth

Rabobank, the Dutch co-operative bank, said it expected first-half profits to show strong growth, with the rate in the second half slowing somewhat. Mr Herman Wijffels, chairman, told the annual meeting that, in the first three months of 1996, volume growth had been very strong and that profits were clearly higher than a year earlier. *AFX News, Utrecht*

Dassault Systèmes listing

Dassault Systèmes, a leader in computer-aided design and manufacturing, is to be listed on the Paris bourse and the US Nasdaq exchange on June 28, following the decision of its owners - the Dassault aviation and industrial group, and IBM - to offer 15.2 per cent of its shares to the public. The offering, set at between FFr156 and FFr108 values the company at FFr15.5bn-FFr16.6bn (\$364m-\$1.1bn). The sale to the public will still leave Dassault Aviation with 38.9 per cent of the shares, Dassault Industries with 29.3 per cent, IBM with 8.5 per cent and Mr Charles Edelstene, a senior Dassault group executive and president of Dassault Systèmes, with 7.6 per cent. *David Buchan, Paris*

ISS charges 'not threatening'

The \$100m extraordinary charges which ISS, the Danish-based international contract cleaning group will take this year to cover problems at ISS Inc in New York, do not threaten the existence of the group, according to Mr Arne Madsen, chairman of the supervisory board. He and Mr Waldemar Schmidt, group chief executive, broke a week-long silence yesterday to rebut "incorrect information" which has appeared since the charges were announced on May 30. The charges, of \$40m are extra provisions for accident insurance claims, \$30m to cover "systematic book-keeping irregularities" between 1989 and 1995, and \$30m for any other problems that may appear, equal 45 per cent of ISS' group year-end equity capital.

Mr Madsen told a Copenhagen newspaper yesterday that the crisis was not threatening, because ISS made most of its money in Scandinavia and Europe, and "we have a cash flow which means we could repay all our debts within two years". The need to make the provisions was "very well-substantiated", he said.

Mr Schmidt, who became chief executive last October, stated yesterday that insurance liability provisions fell short every year from 1989 to 1995, and the \$40m extra provisions were therefore necessary. The provisions were not related to a reduction of legal staff at ISS Inc last year, as alleged in the Danish media. The unspecified \$30m charge was to cover a possible need to make additional provisions to cover past problems. "It is in direct contradiction with the facts when it has been suggested that this further \$30m is to cover present or future problems." *Hilary Barnes, Copenhagen*

Springer upbeat after 15% rise

By Judy Dempsey in Berlin

Axel Springer, one of Germany's largest newspaper groups, expects turnover to increase 4 per cent this year and the improvement in net profits to beat last year's rise of 15.4 per cent, despite higher paper costs and intense competition for advertising.

Mr Jürgen Richter, chairman, made the optimistic forecast after Springer announced that turnover, which included revenue from sales and advertising, exceeded DM44bn in 1995 for the first time in the company's 50-year history.

Turnover rose 4.7 per cent,

or DM1.842m, from DM1.96bn in 1994 to DM4.14bn (\$2.7bn) last year.

Net profits rose 15.4 per cent, or DM1.9m, from DM1.23m to DM1.42m over the same period. The dividend will be raised by 80 pfennigs, from DM13.20 to DM14, with an additional bonus of DM3 to celebrate the group's 50th anniversary.

Springer's sales and profit margins had been under pressure last year from two sides: the continuing rise in paper prices and a struggle among all German newspaper groups and television networks to attract advertising revenue and cut costs.

Mr Richter said Springer had to pay DM130m more for paper in 1995 as paper prices increased about 30 per cent. The price of paper is expected to rise a further 10 per cent this year.

Revenue from the marketing of goods and services in Germany amounted last year to DM24.5bn, a fall of 4.9 per cent on the previous year.

Springer's advertising revenue from newspapers and magazines increased 3.5 per cent, or DM62.5m, from DM1.75bn to DM1.82bn - accounting for 44 per cent of group turnover. Sales rose 4.1 per cent, or DM68.5m, from DM1.65bn to

DM1.76bn, accounting for 42.6 per cent of total sales.

Newspaper advertising rose 3.9 per cent or DM54.3m, from DM1.98bn to DM1.44bn while newspaper paper sales rose 4.7 per cent, from DM1.04bn to DM1.06bn.

Combined, newspapers accounted for 61.3 per cent of Springer's turnover.

Despite problems in Berlin Springer has managed to increase its advertising revenue through an increasing emphasis on regional editions of its daily newspapers, particularly Bild, its mass circulation tabloid, which has a daily circulation of 4.5m.

OTE seeks ally for cellular phone venture

By Karin Hope in Athens

OTE, Greece's state telecoms monopoly, has appointed Alpha Finance, the Greek merchant bank which advised on its flotation earlier this year, and Finland Telecom, the Finnish state operator, as advisers on setting up a mobile telephony system to compete with two private cellular operators in Greece.

OTE, which listed 8 per cent of its equity on the Athens stock exchange in March, is looking for an international telecoms operator as a strategic partner for the project, due to be launched early next year, using the DC1800 system.

The international operator would hold a minority stake in a new OTE subsidiary for mobile telephony and manage its operations. OTE has said the project would require investments of Dr120m (\$45.7m) over the next three years.

Alpha Finance, the investment banking arm of Alpha Credit Bank, Greece's largest private bank, and Finland Telecom, were awarded the mandate in competition with CS First Boston.

However, their role has been restricted to setting up the subsidiary and outlining technical specifications for the project, leaving room for OTE to decide

later on appointing an international investment bank to help select the foreign partner.

Analysts pointed out that Salomon Brothers, a lead manager in OTE's flotation, submitted an unsolicited offer to find a partner for the cellular project. OTE is expected to start procedures for choosing the international operator in September.

OTE has already paid Dr14.3m for a licence to operate a third mobile system. Officials said the OTE mobile subsidiary would try to capture a 30 per cent share of a cellular market projected to grow from the current 350,000 to 1m by the end of the decade.

However, the project may be delayed by objections from Telestet and Panafon, the two GSM operators which have built up competing networks covering most of mainland Greece and the Aegean Islands.

Telestet, in which Italy's Stet and Nynex of the US are partners, and Panafon, in which the UK's Vodafone has a stake, say the terms of their licences, awarded in 1992, provided exclusive cellular operating rights for eight years.

OTE says the government would be responsible for settling any financial claims brought by Telestet and Panafon.

European talks on digital decoder

By Raymond Snoddy in London

Most of Europe's leading media groups have been summoned to a meeting in Paris tomorrow to see if it is possible to agree on a single digital television decoder for Europe. The meeting has been called by Mr Martin Bangemann, the European Union's industry commissioner.

Participants will include Mr Leo Kirch, head of the Kirch group, which plans to launch digital TV in Germany later this year; Mr Pierre Lescour, Canal Plus chairman; Mr Thomas Middelhoff, of the Bertelsmann executive committee; and Mr Sam Chisholm,

chief executive of British Sky Broadcasting.

The meeting, over lunch at a hotel near Paris, will address the fact that there could be being three, possibly four, different competing decoders or "black boxes" for its recently launched digital television decoder in the European digital TV industry. The belief is that a single decoder might do more to bring down costs and kick-start digital TV in Europe, and with it the chance to move to as many as 200 channels.

The Kirch Group is planning to launch its digital TV service later this summer with a digital TV in the UK next year. Mr Bangemann's officials have made clear that the commission had no intention of being a referee so far as the choice of any decoder was concerned, but would try to get as much commonality and co-operation as possible.

Other participants at the lunch include Mr Koos Bekker, chief executive of Nethold; Mr Fritz Pleitgen, of West Deutsche Rundfunk; and Mr Gaston Thorn, former president of the European Commission.

Ironically, the lunch will bring together Bertelsmann, BSkyB and Canal Plus, who were to have launched a digital television service to compete with Kirch this autumn. That project is now in disarray, but Canal Plus said yesterday that, unlike BSkyB, it had not pulled out. Both Bertelsmann and BSkyB would like to continue to work with the French group.

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Services provider Nethold has already launched a digital service in Italy

The good and the bad for Philippine bankers

Profits and lending in the sector are soaring but analysts are worried at the weak growth in deposits, writes Edward Luce

The Philippine banking sector has never had it so good. Average profits growth for the sector jumped to 45 per cent in the first quarter after hitting 40 per cent for 1995 and the country's largest banks, including Metrobank, the Bank of the Philippines Islands and Philippine Commercial International Bank, are enjoying unprecedented growth.

Analysts, however, are beginning to wonder how much longer the good times will roll.

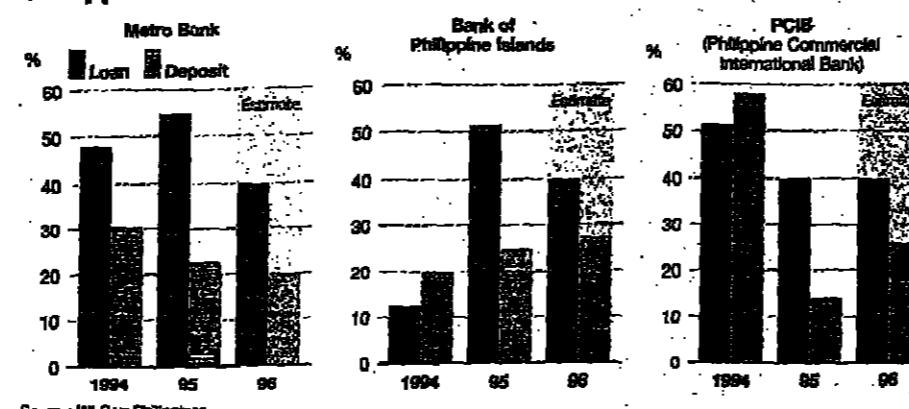
Lending volumes are growing, by an average of more than 40 per cent this year and as much as 75 per cent for PCIB in the first quarter and 59 per cent for Metrobank.

The bank's lending portfolios are advancing on all fronts with the rapid expansion in corporate profits and the emergence of a buoyant consumer lending market - notably cars and middle-income mortgages, which have both posted sales growth of more than 50 per cent in the past 12 months.

The same cannot be said of growth in deposit volumes. The bank's lending portfolios are advancing on all fronts with the rapid expansion in corporate profits and the emergence of a buoyant consumer lending market - notably cars and middle-income mortgages, which have both posted sales growth of more than 50 per cent in the past 12 months.

The same cannot be said of growth in deposit volumes.

Philippine banks: loan and deposit growth



Indeed, the widening discrepancy between deposit growth and loan growth is leading some to question the sustainability of the banking sector's profits surge.

"The growth in lending has been very rapid over the past two or three years and is picking up further even now," says Mr Christopher Hunt, an analyst at W.L. Carr in Manila.

"Deposits on the other hand are growing at quite a sluggish rate which prompts the question: where is all the money for lending going to come from?"

In the last year alone, PCIB's loan-to-deposit ratio has risen by 30 per cent to 10 per cent while Metrobank, the country's largest in terms of market capitalisation, has seen its loan-to-deposit ratio leap from 65 per cent to 102 per cent in the 12 months ended March.

BPI, owned by the Ayala Corp, the country's largest diversified holding company, has registered a similar mismatch between loan and deposit growth.

The sector as a whole - encompassing 41 commercial banks, including 10 new foreign entrants - has broadly tracked this trend.

Senior banking executives, who point out that bad loans amount to less than 3 per cent of the average total portfolio, say accelerating growth in the Philippine economy will allow lending growth to continue at slightly reduced rates of about 30 per cent over the next three years.

Moreover, bankers predict that growth in deposits will pick up as branch expansion plans gather pace.

Metrobank, for example, which is majority-owned by Mr George Ty, one of the country's leading ethnic Chinese businessmen, is expanding its

branch network by 10 per cent a year in an attempt to tap "hidden" savings in the provinces.

The recently privatised Philippine National Bank (PNB), which is the country's largest in terms of total assets, is also expanding its provincial network at about 10 per cent a year in the race to capture new deposits.

Few, however, anticipate deposit growth catching up with lending.

"The theory is that there are all these savings lying about in the paddy fields which banks are going to clean up," says Mr Matthew Sutherland, chief researcher at Asia Equity Securities.

"There might be some room

for deposit growth in the provinces, but the inescapable point is that at some stage, either lending growth is going to have to fall or interest rates on deposits will have to rise quite steeply."

With interest rates on consumer loans ranging from 2 per cent to 6 per cent - well below the headline inflation rate of 10.4 per cent - banks' customers would no doubt welcome increased competition for new deposits. By contrast, rates paid on consumer loans for cars or homes remain stubbornly high, at about 17 per cent.

Banks blame the wide spreads on government "directed credit" or "mandated lending" regulations - 40 per

cent of total lending must go to rural enterprises and small businesses.

The bankers' association is also lobbying the government to reduce the reserve requirement on deposits with the central bank from 15 per cent to 13 per cent.

This, with a reduction in "mandated lending", would help reduce the cost of banking and improve the return on deposits, say bankers.

"At the moment, the intermediation cost of banking is still too high in the Philippines, which means that spreads between loans and deposits is wider than we would like," says Mr Rafael Buenaventura, head of the bankers' association. "Perhaps if the government acted more quickly we could make consumer deposits more attractive to the consumer."

Within the next two years, however, growth in lending volumes will almost inevitably slacken, according to analysts.

At the same time profit margins will accordingly start to narrow.

"If lending volumes continue to advance at a much faster rate than deposits, then there would be a case for being cautious about the wider health of the Philippine banking sector," says Mr William Daniel, head of BZW's Manila office.

Normandy rejects new offer from Newcrest Mining

By Nikki Tait in Sydney

(US\$375m) earlier this year.

Newcrest argues that its scheme would create a new "tier one" gold producer, by combining its gold interests with those of PosGold. Producing around 2.1m ounces of gold a year, the combined entity would be Australia's largest gold-mining house and "prospectively one of the top three in the world".

The proposal would see Newcrest merge with PosGold and its associates would account for the lion's share of the merged entity and the merger terms likely to be sought by Newcrest - although not publicly outlined - would be unfavourable for PosGold investors.

Normandy also maintained that, for Normandy shareholders, it is difficult to see the attraction of losing control of PosGold without receiving an appropriate control premium or an equivalent re-rating. In fact, a discount to market value is the more likely result.

Instead, Normandy said it would like to re-submit its own merger proposal which would see a four-way merger between itself, PosGold, GMK and North Flinders.

NEWS DIGEST

Net profits halved at James Hardie

James Hardie, the Australian building materials group, yesterday announced a more-than-halved after-tax profit of A\$32.2m (US\$25.6m) for the year to end-March, and warned that domestic market weakness would probably mean a "flat year" in 1996/97.

Hardie's profit struck after abnormal items, compared with A\$74.6m in the previous year. Part of the fall stemmed from a A\$23.3m abnormal charge, compared with a A\$5.1m surplus in 1994/95. The charge covered a number of items, including rationalisation costs.

Before abnormal, the profit decline was less marked but still significant. Hardie made A\$69.5m, down 15.8 per cent down on last's time A\$89.5m, despite a 1.5 per cent improvement in turnover at A\$1.75bn.

The Australian company blamed the poor results on the "sharp drop in residential building" in its core home market. With new home building down by about 27 per cent in the year, the building boards, windows, bathroom products and pipeline operations all faced high competitive markets. At a pre-tax level, profits from the Australian operations overall were down from A\$81.7m to A\$38.8m.

The picture in the US was much brighter, with pre-tax profits there rising from A\$21m in 1994/95 to A\$37.1m. Profits from the New Zealand operations were also up at A\$34.6m, compared with A\$28.3m.

The company admitted that it did not see any "significant short-term improvement in the market outlook" in Australia, and anticipated a further fall in new home-building this year. In New Zealand, it predicted a static market.

The company's share remained steady at A\$2.51 on news of the figures.

"People say that we live in the past. Well yes, we have been providing for the future by managing investments for 200 years."

Anzoil finds gas in Vietnam

Anzoil, the Australian oil and gas exploration company, said yesterday it had made a gas discovery in northern Vietnam which was "commercially significant". The Perth-based company said drilling operations in the Hanoi Basin, 90km southeast of the capital, had produced gas in three test zones that showed a gas resource in excess of 900 billion cubic feet, at a depth of 3,355 metres.

Anzoil has been examining the commercial options for gas development. A variety of options have been identified which are being pursued with potential consumers, it said. Likely buyers of the gas could be power plants, producers of urea and export processing zones needing gas for power generation, possibly in Hanoi or in the northern port city of Haiphong, which Anzoil said was short of energy.

Industry analysts said the find was significant in terms of the amount of gas found but questioned whether a market existed for it. Most foreign oil and gas exploration is taking place on Vietnam's southern coast and Anzoil is the only foreign company exploring for hydrocarbons on land and in the north.

Analysts say foreign companies operating in the south are likely to be able to sell some of what they find to power plants in heavily industrialised areas around Ho Chi Minh City. But in less-developed northern Vietnam, markets are less obvious, they said. "You're looking at an area that has a lot of coal available for power generation," one UK-based oil and gas analyst said.

Jeremy Crank, Hanoi

BHP sells Dutch assets

BHP Petroleum, part of the Australian resources group, has sold a number of Dutch assets - including interests in four exploration blocks and one production asset - to a subsidiary of SHV Energy of the Netherlands. BHP said the assets comprised a 7.25 per cent interest in a block in the Dutch sector of the North Sea, plus exploration blocks in which it held a 50 per cent interest. The sale followed a review of its entire portfolio, the Australian company said.

Nikki Tait

Optus completes borrowing

Optus Communications, the Australian telecommunications group due to float on the stock market later this year, yesterday announced the underwriting of a new A\$2bn five-year borrowing facility had been successfully completed. This will replace the bulk of the company's existing bank facilities, and help supply funds for the heavy ongoing capital expenditure programme. Syndication is due to be completed by the end of June.

Nikki Tait

New chief for Macao telecoms

Companhia de Telecomunicações de Macau (CTM) said it has appointed Hong Kong Telecommunications' chief executive, Mr Linus Cheung, as chairman. It said Mr Cheung would be responsible for the development of the telecommunication business in both Hong Kong and Macau.

CTM is a private organisation, with Cable and Wireless holding 51 per cent, Portuguese Marconi 28 per cent, Citic Pacific 20 per cent, and the Macau government 1 per cent.

AFX-Asia, Hong Kong

NEC president

Mr Hisashi Kaneko, president of NEC, was given an incorrect first name in the international edition of the FT on Wednesday.

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John Wilson

COMPANIES AND FINANCE: THE AMERICAS/EUROPE

America Online shares tumble on analysts' fears

By Louise Kehoe
in San Francisco

Shares of America Online, the leading online information service for personal computer users, have fallen sharply over the past two days as analysts expressed concerns about mounting competition from Internet-based services.

AOL was trading at \$42.50 in mid-session yesterday, down \$1.15, or more than 2% per cent, from Monday's close of \$54.50.

AOL now stands alone as the only large consumer-oriented online service that has not

announced plans to convert its services to Internet standards so that they can be accessed using a standard Web browser program, such as Netscape's Navigator.

This follows the recent announcement by CompuServe, the second largest online service, that it would switch to Internet software, as well as earlier moves by Prodigy, the Microsoft Network and AT&T's Interchange services, to adopt Internet standards.

Internet-based information services, most of which are free of charge, and fixed-rate

Internet access services are an increasing challenge to AOL, which charges subscribers according to how much time they spend online, industry analysts said.

Mr David Readerman, an analyst at Montgomery Securities in San Francisco, downgraded AOL from "buy" to "hold" on Tuesday, noting that the service would come under increasing competition.

Unlike its competitors, AOL depends upon proprietary technology and subscribers must use a special program to access the service. This means that

AOL must spend heavily on distributing disks to would-be subscribers.

"We still believe in the longer-term viability of AOL's branded consumer online service, but it must now adjust for the Internet," Mr Readerman wrote in a research report. He noted that an anticipated seasonal slowdown in AOL's business over the summer "sharply contrasts to the uninterrupted continued boom in Internet activity".

Mr Jeff Goverman, of Cowen, cut his forecast for US subscriber growth to 400,000 for the current quarter, down from a previous estimate of 750,000. Last month, AOL said it had added 900,000 new subscribers during the quarter ended March 31, to reach a total of 5.5m in the US.

In a move to counter Internet competition, AOL recently announced a pricing scheme that reduced online costs for heavy users of the service.

However, analysts were concerned the new prices could affect revenue growth. During the first quarter, AOL subscriber revenues tripled to \$285.5m. AOL has also

improved the terms of offers to new subscribers, with 15 free hours on the service, versus the 10 free hours it had offered.

AOL has reached an agreement with Microsoft, which will incorporate an AOL icon on the menu screen of its Windows 95 PC operating system so that subscribers can click on the icon to reach the online service.

Despite concerns about Internet competition, AOL is rapidly expanding in Europe and last month it announced an alliance in Japan to launch a Japanese-language service.

Court dismisses US West suit against Time Warner

By Christopher Parkes
in Los Angeles

One of the main obstacles delaying completion of Time Warner's \$7.5bn takeover of Turner Broadcasting fell yesterday with a court decision that the deal does not breach a joint venture contract between Time Warner and the US West telecoms and cable television group.

The link, which will result in the formation of largest media and entertainment group in the world, still faces possible Federal Trade Commission objections because of the partners' potential for market dominance. The cable television market is likely to be an area of special concern to the investigators, not least because of a substantial "passive" stake in the merged groups which would be owned

by Tele-Communications Inc, the biggest cable operator in the US. Mr John Malone, TCI's chairman and chief executive, has frequently locked horns with industry regulators. However, he has appeared more conciliatory lately, and has told analysts he was prepared to be flexible in the interests of completing the Time Warner/TBS deal.

In any case, a complete block on the

merger is unlikely, and any FTC concern – as in the case of last year's deal merging Capital Cities/ABC into Walt Disney – could probably be met by selective disposals or spin-offs.

Time Warner executives, consistently confident that the US West suit would be thrown out, expect FTC clearance and completion of the deal by the autumn.

Depending on FTC opinions, the

connection with US West could continue. Time Warner signed a partnership deal with the Denver-based cable company in 1988, when US West paid \$2.5bn for a 25 per cent stake in Time Warner Entertainment.

All US West's arguments that its partnership rights were violated and that Time Warner was obliged to consult it before moving on TBS were dismissed by a Delaware court.

Puma's stamina in doubt as race for growth begins

The German sports shoemaker has cut costs. Now it is confident it can boost sales, says Paul Abrahams

Puma's shares have been on the fast-track. Since Mr Joachim Zeitz became the German sports shoe company's chief executive in 1993, the stock has risen 138 per cent. Now, Proventus, its Swedish majority shareholder, is selling a potential majority of the company through an international offering. The issue could increase the proportion quoted from 17.5 per cent to 75 per cent.

Investors are puzzling whether the company's extraordinary progress is sustainable, or whether it could be about to run out of steam. Most of the progress has been driven by cost-cutting, where Mr Zeitz has an impressive record. Now the group must show it can grow sales.

A 50 per cent reduction in personnel in Germany, and the transfer of almost all production to Asia, helped take the group from a net loss of DM85m in 1993 to a DM15m (\$16.5m) profit in 1994. Last year, Puma made DM13.5m.

More recently, the group has boosted its stock by converting its preference shares into ordinary shares, simplifying the capital structure. An earlier than expected dividend also helped. Debt has been reduced, helped by strong cash-flow and Proventus' decision to waive part of a loan, and the company hopes to cut debt further through a capital increase at the same time as the offer. Mr Zeitz reckons debt should be eliminated by the end of the year.

He insists the company can expand through sales growth, which in 1995 was only 6 per cent. "There's a tremendous brand awareness, which just isn't matched by sales," he explains. In Europe the company faces considerable challenges. It has only 7 per cent of the market – compared with 4 per cent globally – and the big US manufacturers are looking to increase market share, particularly in the soccer market, an area where Puma is strong. This could threaten European

profits – nearly a quarter of last year's group total.

However, the biggest problem is in the US, which represents half the world's sporting goods market. Despite strong brand awareness, market share has fallen from 6 per cent in 1985 to about 0.5 per cent last year. The company hopes to emulate Adidas, its German rival based in the same home town of Herzogenaurach, whose US sales leapt from \$150m in 1993 to \$650m last year.

Puma's US president, Mr Zeitz, claims the company can reinforce its US presence, in January Puma bought its north American unit from its Swedish parent for a book value of about \$100,000. It has also installed new management, led by Mr Herbert Elliott, the Australian 1500m Olympic gold medallist who previously led Puma's Australian operations.

The main problem, says Mr Zeitz, is gaining shelf-space at retailers. But he believes

Puma's new polyurethane technology for running shoes will allow the company to build sales, and take market share from Nike, which has about 30 per cent of the US market, and Reebok with about 20 per cent.

What Puma calls "unique cell technology" allows the polyurethane to keep 90 per cent of its original cushioning for up to 600 miles, against 300 miles for conventional foam.

"Footlocker, one of the leading US sport-shoe chains, told us it was the most significant advance in mid-sole technology for eight years," claims Mr Zeitz. "That should help us get to the shelves."

Nevertheless, Puma could struggle marketing spend by the company and its franchisees, which is tiny, only DM7m a year. In 1994, the last year with available figures, UBS esti-

mates Nike spent about DM700m on marketing, Reebok DM550m, and Adidas DM443m. Mr Zeitz concedes its marketing effort is relatively small, but should be helped by the additional cash from the capital increase and by better targeting. The US operations are unlikely to be profitable until 1998, however.

The stock is trading on some fancy multiples. UBS estimates the company's prospective price-earnings ratio for 1997 and 1998 is at a 15 per cent premium to Adidas, and an 11 per cent premium to the German market.

Although Mr Zeitz and his team have proved dynamic, such ratings demand impressive growth from a group that remains a minnow in the sports-shoe market.

The company, which began to work in Hungary in 1989, entered three unsuccessful bids in the autumn.

A consortium of IVO, Finland's largest power producer, and Tomen of Japan was the only bidder for the Budapest generator, which has a loss-making district heating operation. Last year, IVO acquired a majority stake in Ertöv, Hungary's largest energy engineering company, and it also has a local power generator main-

tenance joint venture. Its bid was conditional and negotiations on several issues are expected to take place soon.

The authorities are expected to make important decisions on energy prices and other regulatory issues in the coming weeks. A local lawyer said yesterday that, without the planned modifications, several of the development projects planned by existing investors in the sector would not be able to be financed.

AES and IVO lead in Hungary power tenders

By Virginia Marsh in Budapest

AES Corporation of the US and a consortium led by Imatra Voima (IVO) of Finland have emerged as the front-runners for majority stakes in two power generators offered at tender by Hungary's privatised utility agency last week.

It is believed only four western utilities made bids for stakes of 81 per cent and 74 per cent in the Tisza and Budapest companies respectively.

Minority stakes in the two companies were offered in the first round of energy sector privatisation last year but failed to find buyers, along with three other non-nuclear generators.

Like AES, PowerGen also bid for Tisza last year, as well as for two other generators but its offers were turned down as they were conditional. PowerGen already owns a local independent power producer.

The Tisza acquisition would be the first by AES, a large US power generator, in Hungary. The

larger of the two generators, he accepted ahead of preference to offers from PowerGen of the UK and Steag, a German power company.

Like AES, PowerGen also bid for Tisza last year, as well as for two other generators but its offers were turned down as they were conditional. PowerGen already owns a local independent power producer.

The Tisza acquisition would be the first by AES, a large US power generator, in Hungary.

The company, which began to work in Hungary in 1989, entered three unsuccessful bids in the autumn.

A consortium of IVO, Finland's largest power producer, and Tomen of Japan was the only bidder for the Budapest generator, which has a loss-making district heating operation. Last year, IVO acquired a majority stake in Ertöv, Hungary's largest energy engineering company, and it also has a local power generator main-

tenance joint venture. Its bid was conditional and negotiations on several issues are expected to take place soon.

The authorities are expected to make important decisions on energy prices and other regulatory issues in the coming weeks. A local lawyer said yesterday that, without the planned modifications, several of the development projects planned by existing investors in the sector would not be able to be financed.

For the attention
of the Investment Community

Kemira Oy will release its financial result for the 4-month period January - April 1996 on 11th June.



Kemira is an international chemical group with production in over 20 countries and net sales of USD 2.8 billion.

Kemira Oy, Investor Relations, P.O.Box 330, FIN-00101 HELSINKI, Finland. Phone +358-0-13211, fax +358-0-132 1785, <http://www.kemira.com/>

| Prices for electricity determined by the government for the first round of energy sector privatisation and the second round of energy sector privatisation | | Free Price to Today | |
|--|-------|---------------------|-------|
| Year | Price | Year | Price |
| 1995 | 2.00 | 1996 | 2.00 |
| 1996 | 2.00 | 1997 | 2.00 |
| 1997 | 2.00 | 1998 | 2.00 |
| 1998 | 2.00 | 1999 | 2.00 |
| 1999 | 2.00 | 2000 | 2.00 |
| 2000 | 2.00 | 2001 | 2.00 |
| 2001 | 2.00 | 2002 | 2.00 |
| 2002 | 2.00 | 2003 | 2.00 |
| 2003 | 2.00 | 2004 | 2.00 |
| 2004 | 2.00 | 2005 | 2.00 |
| 2005 | 2.00 | 2006 | 2.00 |
| 2006 | 2.00 | 2007 | 2.00 |
| 2007 | 2.00 | 2008 | 2.00 |
| 2008 | 2.00 | 2009 | 2.00 |
| 2009 | 2.00 | 2010 | 2.00 |
| 2010 | 2.00 | 2011 | 2.00 |
| 2011 | 2.00 | 2012 | 2.00 |
| 2012 | 2.00 | 2013 | 2.00 |
| 2013 | 2.00 | 2014 | 2.00 |
| 2014 | 2.00 | 2015 | 2.00 |
| 2015 | 2.00 | 2016 | 2.00 |
| 2016 | 2.00 | 2017 | 2.00 |
| 2017 | 2.00 | 2018 | 2.00 |
| 2018 | 2.00 | 2019 | 2.00 |
| 2019 | 2.00 | 2020 | 2.00 |
| 2020 | 2.00 | 2021 | 2.00 |
| 2021 | 2.00 | 2022 | 2.00 |
| 2022 | 2.00 | 2023 | 2.00 |
| 2023 | 2.00 | 2024 | 2.00 |
| 2024 | 2.00 | 2025 | 2.00 |
| 2025 | 2.00 | 2026 | 2.00 |
| 2026 | 2.00 | 2027 | 2.00 |
| 2027 | 2.00 | 2028 | 2.00 |
| 2028 | 2.00 | 2029 | 2.00 |
| 2029 | 2.00 | 2030 | 2.00 |
| 2030 | 2.00 | 2031 | 2.00 |
| 2031 | 2.00 | 2032 | 2.00 |
| 2032 | 2.00 | 2033 | 2.00 |
| 2033 | 2.00 | 2034 | 2.00 |
| 2034 | 2.00 | 2035 | 2.00 |
| 2035 | 2.00 | 2036 | 2.00 |
| 2036 | 2.00 | 2037 | 2.00 |
| 2037 | 2.00 | 2038 | 2.00 |
| 2038 | 2.00 | 2039 | 2.00 |
| 2039 | 2.00 | 2040 | 2.00 |
| 2040 | 2.00 | 2041 | 2.00 |
| 2041 | 2.00 | 2042 | 2.00 |
| 2042 | 2.00 | 2043 | 2.00 |
| 2043 | 2.00 | 2044 | 2.00 |
| 2044 | 2.00 | 2045 | 2.00 |
| 2045 | 2.00 | 2046 | 2.00 |
| 2046 | 2.00 | 2047 | 2.00 |
| 2047 | 2.00 | 2048 | 2.00 |
| 2048 | 2.00 | 2049 | 2.00 |
| 2049 | 2.00 | | |

Acquisition of former Fisons businesses from Rhone-Poulenc Rorer Medeva makes \$400m buy

By Jenny Luesby

Medeva, the pharmaceuticals group, yesterday unveiled the \$400m acquisition of former Fisons businesses from Rhone-Poulenc Rorer. The deal will lift its annual sales by a fifth to more than £320m (\$495.4m). The acquisition, to be financed in part by a placing and offer on a 1-for-6 basis at 220p, to raise \$108m, was welcomed by investors. The shares closed up 30p at 261p.

Mr Bill Bogle, chief executive, said the acquisition, which covers much of Fisons' former US drug business and some French drugs was "bang in line" with Medeva's strategy of buying under-exploited drugs and infrastructure.

Medeva is paying \$370m to buy Rochester, which comprises Fisons' former US headquarters in New York and 10 branded drugs acquired by Fisons in 1988.

The company said the potential benefits of acquiring the Rochester business had become apparent during last year's exploratory merger talks between Medeva and Fisons.

The business recorded an operating profit of \$64.4m last year, on sales up 34.5 per cent at \$89.7m.

Its three leading brands -



Bill Bogle (left) with Garry Watts: acquisition is 'bang in line' with group strategy

the respiratory drug Tussi-oxex, the appetite suppressant Ionamin and the diuretic Zaroxolyn accounted for four-fifths of sales.

Medeva said it hoped to accelerate the growth of all of Rochester's drugs by increasing the resources devoted to marketing and technical support. It would be able to do this immediately, said Mr Bogle.

The launch of generic competition last year had left its main sales force in the US under-

employed, he said. Medeva is to pay \$30m for several branded drugs in France. Mr Bogle said the business would provide instant critical mass for the group's lossmaking French arm.

Analysts said the businesses were likely to be earnings enhancing during their first full year. One said they would lift group sales by 23 per cent, profits by 40 per cent, and add 2 per cent to the long-term growth rate.

The group yesterday forecast pre-tax profits of about \$33m in the six months to June, and an interim dividend of 185p, for which the new shares will be issued.

The acquisition will take the group's pro forma gearing to 150 per cent. However, Mr Garry Watts, finance director, said it expected debt to have fallen to 100m by 1997.

Analysts forecast pre-tax profits in 1997 of between £125m and £135m.

BBA to decide on hostile bid for Lucas

By Tim Burt

BBA Group, the engineering and textile manufacturer, will decide today whether to launch a hostile takeover bid worth more than £2.4bn (\$3.64bn) for Lucas Industries, the automotive and aerospace equipment group.

Mr Roberto Quarta, BBA chief executive, is planning to call a board meeting that the group has won sufficient shareholder support to mount a bid which would scupper Lucas' proposed £3.2bn merger with Visteon Corporation of the US.

Six large institutional shareholders canvassed by BBA are understood to have given their tentative backing to a takeover, although some have expressed misgivings over whether Lucas is the best target. The group is meeting two further shareholders this morning before putting its case to the board.

Most City analysts remain sceptical about the industrial logic behind BBA's approach. But several said yesterday they now expected it to launch one

of the largest hostile takeovers seen in the automotive industry in recent years.

Lucas has drawn up detailed plans to defend itself against what it claims is a "financial engineering exercise" by BBA.

In the event of a bid, it is likely to cite the backing of some of the world's largest car makers for its tie-up with Visteon, North America's largest brakes manufacturer.

The company is also thought to be close to buying a Spanish friction materials business, which would bolster its after-market division.

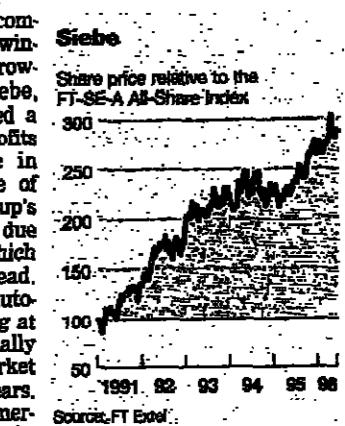
BBA, which wants to merge Lucas's brakes business with its own friction materials operation, is thought to be considering an offer funded with a mixture of paper and debt.

If it offered 265p-275p a share for Lucas - valuing it at £2.45bn-£2.5bn - it could finance the deal with £60m of debt and by issuing new shares to raise the remainder.

Lucas' shares closed unchanged at 254p - valuing the company at £2.34bn. BBA shares closed up 75p at 303p.

LEX COMMENT

Siebe



Not many engineering companies can claim to be winning market share in growing markets. But Siebe, which yesterday unveiled a 20 per cent jump in profits on a 13 per cent rise in underlying sales, is one of them. Much of the group's recent success has been due to its Foxboro unit, which continues to power ahead. Foxboro's FA factory automation system is growing at nearly 30 per cent annually and has doubled its market share in the past four years. Both Honeywell and Emerson are launching rival products but Siebe has stepped up its R&D investment to maintain its two-year technological lead.

Siebe is also right to be bullish about the US, which accounts for 45 per cent of group turnover. After declining during 1995, volumes in temperature and appliance controls are up more than 10 per cent this year. This division is being reinforced by Unitech, bought for \$500m in April - which also brings Siebe valuable exposure to the Far East. Unitech's main power supplies business is growing at 15 to 20 per cent annually, though it will suffer somewhat from the downturn in demand for semiconductors this year. But that should be more than made up by \$5m to £10m of short-term cost savings. The increase in research spending was partly responsible for flat operating margins of 14 per cent. But with healthy cash flow and strong interest cover Siebe should continue with its diet of bolt-on acquisitions. On a 15 per cent premium to the market average, the shares are cheaper than those of TI Group and Smiths Industries and worth buying.

Mayflower makes £139m cash call for US purchase

By John Griffiths

Mayflower, the expansionist UK engineering group seeking to become a global vehicle systems supplier and vehicle builder, is launching a £139m (£211.8m) rights issue to help fund the \$268m cost of a US vehicle suspension parts company.

The purchase of New Jersey-based Pullman, whose only operating business, Clevite, makes vibration control components, is the latest in a

string of acquisitions by Mayflower since it was created by a reverse takeover of Triangle Trust - maker of Tri-ang toys - in 1989. It comes less than nine months after Mayflower paid £25m for Alexander Walker, the bus builder.

The market welcomed the announcement and Mayflower's shares rose 12.4p to 129p. The 7-for-10 rights issue, at 95p a share, is underwritten by BZW and Merrill Lynch. Shareholder approval will be sought at an EGM on June 24.

The balance will be financed by an £80m bank loan.

Mayflower sees Clevite as a logical addition to its vehicle engineering business. It makes suspension bushes, engine mounts and tie-rods for the big US car and truck makers. Such components are becoming more sophisticated and, in some cases, electronically powered as US vehicle makers seek to improve ride and handling qualities. As a result, Clevite's earnings per vehicle have been rising sharply.

Mr Allen Yurko, chief executive, described the results as "top of the pile" in the UK automotive controls and temperature appliances group, yesterday reporting a 20 per cent increase in annual profits despite difficult trading conditions in many of its largest markets.

The company, which claims to be Britain's largest diversified engineering group, saw pre-tax profits increase from £275m to £331m (£603m) on sales of £2.6bn (£3.15bn).

Mr Allen Yurko, chief executive, described the results as "top of the pile" in the UK automotive controls and temperature appliances group, adding Siebe had proved itself a credible challenger to US giants Honeywell and Emerson.

He said it would maintain its aggressive strategy following April's £520m takeover of Unitech, the UK controls and power supplies business.

The group would spend about £100m this year, funded from cash generation. Siebe, which spent £197.6m on acquisitions in the year to April 6, has generated almost £500m of cash from its manufacturing operations in the past four years. Mr Yurko predicted that figure would grow following the integration of Unitech, which offers better access to Asia and the Pacific Rim.

Sales in emerging markets, including South America and eastern Europe, rose by 21 per cent to £487.7m with an order backlog of £788.6m. Strong demand there helped offset sluggish conditions in North America and western Europe.

Partners differ on Do-It-All future

By Christopher Brown-Humes

Boots, the retail and healthcare group, yesterday suggested that there were differences of opinion with WH Smith over the future of Do-It-All, their jointly owned DIY company.

Boots' share of losses at Do-It-All rose from £5.3m to £10.1m after an 8 per cent fall in sales. Lord Blyth, the Boots chief executive, said yesterday his main aim was to "maximise value" in the company. He confirmed that there had been approaches from potential purchasers.

His comments came as Boots unveiled pre-tax profit for the year to March 31 of £507.7m, against £449.7m which benefited from a £230.1m profit on disposal of businesses.

Boots' share of losses at Do-It-All rose from £5.3m to £10.1m after an 8 per cent fall in sales. Lord Blyth acknowledged that the DIY chain had struggled, but said: "This is not the time to be selling Do-It-All, unless there is a special situation."

NOTICE

to the holders of the outstanding ECU 140,000,000 8 1/4 per cent
Guaranteed Subordinated Convertible Bonds due 2002
(the "Bonds")

of

BCP Bank & Trust Company (Cayman) Limited

Guaranteed on a subordinated basis by
Banco Comercial Português S.A.
(the "Guarantor")

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a result of the issue by the Guarantor on 27th May, 1996 of 27,000,000 shares of the Guarantor by way of rights, the Conversion Price of the Bonds has pursuant to the provisions of the Trust Deed constituting the Bonds, been adjusted from Escudos 1,916 per share to Escudos 1,806 per share with effect from 27th May, 1996.

BCP Bank & Trust
Company (Cayman) Limited
27th May, 1996



ROCHE HOLDING LTD

On June 4, 1996 the Annual General Meeting of Roche Holding Ltd approved the payment of the ordinary dividend for the fiscal year 1995 of CHF 64.- for each share and Non-Voting Equity Security (NES, "Genmischsein"). In addition it was decided that centenary warrants be issued at a ratio of one warrant per share or NES held. The warrants will have a value of CHF 36.- (gross) on the day of allocation. Instead of the centenary warrants, the holders of shares or NES may elect to receive CHF 36.- (gross) cash.

As a result adjustment will be made to the terms of the following issue:

ROCHE FINANCIAL MANAGEMENT, INC.
(Incorporated in Panama with limited liability)

Samurai Warrants issued with
1 1/4 Bond Issue 1994 - 2002
JFY 100 000 000 000

SECA Reference Number 292192 (Warrants)

ISIN-Number XS0053696901 (Warrants)

Notice is hereby given that in accordance with Condition 5 of the Terms and Conditions of the Samurai Warrants, 100 warrants will entitle the holder to receive, at the option of the issuer, on the Settlement Date, 100 warrants of the same class and amount as the warrants issued.

1. one NES of Roche Holding Ltd, Basel, plus an additional cash payment of CHF 36.- or
2. a cash payment equivalent to the Final Genmischsein Price (as defined in Condition 2 (d) of the Terms and Conditions of the Samurai Warrants) plus an additional cash payment of CHF 36.-; or
3. a cash payment of CHF 7100.-.

June 7, 1996
Banque Internationale à Luxembourg S.A.
Principal Warrant Agent

NOTICE TO BONDHOLDERS
Far Eastern Department Stores Ltd.
(Incorporated with limited liability under the laws of the
People's Republic of China)
US \$75,000,000
3 per cent Bonds due 2001
Adjustment of
Conversion Price

NOTICE IS HEREBY GIVEN that as a result of the distribution of stock dividends of \$1,261,739 shares by Far Eastern Department Stores Ltd. on 15th June, 1996, the conversion price of the Convertible Bond will, in accordance with the Indenture dated 6th July, 1994, be adjusted from NT\$36.31 to NT\$36.74 with effect from 15th June, 1996, the ex-dividend record date.

IDA '96 CONFERENCE
EUROPE'S FIRST MEETING ON TELEMATICS
BETWEEN ADMINISTRATIONS
This meeting brings together for the first time senior officials from public administration and key players in the telematics and IT industry.
Two days of presentations, demonstrations and discussions on the role of public administration in the Information Society.
Organised by the European Commission
IDA programme which implements trans-European public administration networks.



INTERNATIONAL CAPITAL MARKETS

Unemployment claims data boost Treasuries

By Maggie Urry in New York and Samer Iskander in London

Signs of weakening US economic growth, rumours of bond buying by the Federal Reserve and a hedge fund, and the US base rate cut lifted US Treasury bond prices yesterday morning, bringing the yield on the 30-year long bond below 6.0 per cent once again.

Near midday, the long bond was up 1/16 to 88 1/2 to yield 6.82 per cent, the two-year note was 1/4 higher at 90 1/2, yielding 5.35 per cent and the September 30-year Treasury bond future had added 1/16 to 108 1/2.

The market opened higher following through from the late rise on Wednesday, but it was the initial unemployment claims figure which caused the market to continue upwards.

The number of people claiming unemployment benefit for

the first time rose by 9,000 to 354,000 last week, a bigger increase than had been expected. The figure is an indicator of levels of activity in the economy, as the number of new claimants shows if companies are laying off workers.

Ms Marilyn Schaja, an economist at Donaldson Lufkin & Jenrette, said the claims figures "have broken their downward trend" but today's non-farm payroll report for May would give a more conclusive portrayal of labour conditions.

The bond market has been apprehensively awaiting today's job report, nervous that an unexpectedly large rise in the number of people in work could press wage inflation and interest rate rises.

In addition to the support provided by the rally in US Treasuries, European markets

benefited from surprise cuts in leading interest rates from the central banks of the UK, France and Denmark.

UK gilts ended the day sharply higher. Life's September long gilt future settled at 102 1/2, up 1/16. In the cash market, the 10-year benchmark gilt

GOVERNMENT BONDS

closed at 96 1/2, up 1/16, its yield spread over the equivalent German bond narrowing by 2 basis points to 169 points.

Life's September future on short sterling rates closed at 94 09, up 2/16.

The decision by Mr Kenneth Clarke, the chancellor of the exchequer, to cut the base rate by 1/4 percentage point to 5% per cent surprised market participants, causing an erratic

initial reaction in the prices of gilts, which fell slightly in the morning. The market started rallying only in the afternoon, when US Treasuries opened on a bullish note.

The chancellor said the rate cut was motivated by the fact that "cost pressures have eased further and the economy is growing below trend".

Economists at Nikko Europe said the easing was "justified on economic grounds" and do not rule out "another rate cut... if the economy is weak in the next couple of months".

French bonds rallied after the Banque de France surprised market participants by cutting its intervention rate.

Matif's June notional future closed at 123.54, up 0.28, while the June future on the three-month Libor rate gained 0.06 to settle at 96.03.

In the cash market, the 10-year benchmark OAT, the 7% per cent bond due 2006, closed at 105.54, up 0.28. The 10-year yield spread of OAT's over bonds widened by 1 basis point to 3 points.

The market had opened below Wednesday's levels and was slowly slipping until mid-day, when the central bank announced a 10 basis point cut in the intervention rate to 3.50 per cent after a regular fortnightly meeting of its monetary policy committee. The move was unexpected, notably because the French franc had been weakening against the D-Mark for several days.

Spanish bonds showed a strong performance. The June future on 10-year bonds settled at 93.06, up 0.48. The 8.8 per cent bond due 2006 was also 0.48 higher at 97.68.

The market was supported by the bullish international environment, as well as a partial recovery of the peseta on the foreign exchange market.

Italian bonds also performed well. Life's September BTF future settled at 115.68, up 0.28. In the cash market, the 10-year benchmark BTF gained 0.22 to close at 109.7, its yield spread over bonds with a similar maturity tightening by 2 basis points to 31 points.

Although the rally was sparked by rising US Treasuries, monetary easing in the US and France seemed to reinforce expectations of a similar move by the Bank of Italy.

The German market was closed, but trading in bonds took place in London. Life's September bond future settled at 95.89, up 0.38.

Strong demand and further cut in base rates lift sterling sector

By Connor Middlemann and Antonia Sharpe

The eurobond market was quiet yesterday, with dollar issuance slowing to a trickle ahead of today's release of US employment data.

The sterling sector was more active, however, supported by the Bank of England's quarter-point base rate cut and continuing demand for sterling bonds from continental European and UK investors.

A £250m 10-year bond issue for PowerGen, the UK electricity generator, caused some confusion, however. Pre-marketed and launched early in the day at a spread of 45 basis points over gilts, the bonds were initially priced at a re-offer price of 93.249 using a consortium lead by a third-party information provider.

However, according to joint leads BZW and HSBC Markets,

the yield was inaccurate due to a systems error. As a result, the bonds' pricing was erroneous and was revised several hours later to 93.145.

Nonetheless, the lead managers said the deal was a success and reported strong demand from institutional investors, especially in the UK. The yield

INTERNATIONAL BONDS

spread narrowed to 43 basis points in late trading and they had seen "no adverse reaction from investors".

"We were happy with the spread and the credit. If anything, the repricing worked in our favour as we didn't have to raise as much cash as we would have at the initial price," one UK fund manager said.

Elsewhere in the sterling sec-

tor, Sweden increased an outstanding bond issue due in 1998 by £100m via Lehman Brothers, which reported good demand from retail investors in Switzerland and the Benelux region and UK institutions.

More sterling deals rumoured in the market are a second credit-card backed offering for MBNA, seen totalling £250m of five-year bonds, and around £200m of five-year floating-rate notes for CCCI, the financing arm of Crédit Immobilier de France, possibly before the end of the month.

Strong demand for Sumitomo Bank's Y10bn of convertible bonds due 2001 allowed it to set the coupon at 5% per cent, well below the indicated range of 1% to 1% per cent. The bonds, which holders must convert into shares, have a conversion premium of 10 per cent over Sumitomo's closing share price of Y2,050.

The bonds, which were due to be freed to trade by the end of the day, were trading in the grey market at 107, well above their issue price of par but in line with the bonds' theoretical value. The bonds reached such a premium as hedge funds tried to buy them for arbitrage-related purposes.

Since the offering was 17 times subscribed, the bank was able to place the bonds with high-quality institutions rather than hedge funds.

● IBCA, the European rating agency, yesterday upgraded the long-term foreign currency rating of the Republic of Poland to BBB. That is higher than Poland's BBB- rating from Standard & Poor's and its Ba3 rating from Moody's Investors Service.

The agency said the upgrade from BB+ reflected the "impressive performance of Poland's exports despite the recession in Germany - Poland's major market - which means that Poland continues to run a current account surplus once unrecorded cross-border flows are taken into account." It also cited Poland's continued commitment to macroeconomic stability and structural policy reform as a key factor in the upgrade.

Asian issuance of convertibles and DRs set to rise

By Subramaniam Sharpe

Asian companies raised \$700m with six separate depositary receipt issues in the first four months of the year, compared with \$320.9m in seven issues in the same period of 1995, and over the next six months are expected to make more than \$60 DR issues.

In the first five months of 1996, companies from Indonesia, South Korea, the Philippines, Taiwan and Thailand issued 36 convertibles raising \$2.45bn, against \$2.01bn in 1995 and \$7.09bn in 1994.

Buyers have been attracted by the relatively low valuations and high earnings potential of Asian markets.

"Investors are attracted to convertible bonds in emerging markets as they are able to gain the upside while still protecting the downside in markets where there is high volatility," said Mr Ian Hannam, of Robert Fleming in London.

"The mood is very upbeat. Asian economies are far more stable than most other emerging market economies," said Mr Anil Nayyar, a vice-president at Citicorp International Securities in London.

Bankers are also expecting international interest in depositary receipts - paper which reflects the value of underlying shares - issued by Asian companies to rise even though issuance for this year has been subdued.

Liffe plans Swedish talks

By Richard Lapper

The London International Financial Futures and Options Exchange is to hold talks with Swedish securities dealers about the possible listing of a Swedish futures contract.

Liffe has no concrete plans but is thought to be interested in bond and money market products. It already lists German, Italian, Swiss and Japanese, as well as UK, contracts in these areas.

OM Stockholm, the Swedish futures market, already lists Swedish bond and equity futures and options contracts.

Liffe is also to add two new delivery months to its three-month euro-Swiss interest rates contract, providing for a total of six delivery months.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

| | Coupon | Rate | Red | Date | Price | Day's change | Yield | Week ago | Month ago |
|-------------------|--------|-------|----------|----------|--------|--------------|-------|----------|-----------|
| Australia | 10.00% | 2/26 | 107.4010 | -0.890 | 8.92 | 0.70 | 8.70 | 8.70 | 8.70 |
| Austria | 6.125% | 10/26 | 97.3600 | -0.410 | 8.50 | 0.65 | 8.58 | 8.58 | 8.58 |
| Belgium | 7.00% | 5/28 | 102.1400 | -0.180 | 8.70 | 0.65 | 8.72 | 8.68 | 8.68 |
| Denmark | 6.00% | 10/26 | 102.0000 | -0.180 | 7.50 | 0.65 | 7.53 | 7.53 | 7.53 |
| France | BTAN | 5.00% | 3/26 | 103.8900 | -0.180 | 7.42 | 7.47 | 7.20 | 7.20 |
| BTAN | 5.75% | 3/01 | 101.0000 | -0.250 | 5.48 | 0.65 | 5.53 | 5.53 | 5.53 |
| Germany | 6.25% | 4/08 | 105.5400 | -0.380 | 5.47 | 0.65 | 5.60 | 5.60 | 5.60 |
| Italy | 9.500% | 10/26 | 100.9700 | -0.240 | 9.35 | 0.65 | 9.45 | 9.45 | 9.45 |
| Japan | No 140 | 6.60% | 12/01 | -0.040 | 6.50 | 0.65 | 6.50 | 6.50 | 6.50 |
| Spain | 6.00% | 9/05 | 98.9200 | -0.250 | 3.15 | 3.20 | 3.45 | 3.45 | 3.45 |
| Netherlands | 6.00% | 9/08 | 97.6000 | -0.380 | 6.34 | 0.65 | 6.37 | 6.37 | 6.37 |
| Sweden | 6.00% | 4/08 | 101.1100 | -0.250 | 6.00 | 0.65 | 6.02 | 6.02 | 6.02 |
| UK Gilt | 8.00% | 12/01 | 97.8900 | -0.480 | 8.35 | 0.65 | 8.14 | 8.14 | 8.14 |
| US Treasury | 9.00% | 10/26 | 107.0000 | -0.180 | 7.98 | 0.65 | 7.95 | 7.95 | 7.95 |
| US Treasury | 8.00% | 12/26 | 98.2200 | -0.020 | 6.50 | 0.65 | 6.63 | 6.63 | 6.63 |
| ECU (French Govt) | 7.500% | 9/05 | 103.5400 | -0.340 | 6.93 | 0.65 | 6.76 | 6.76 | 6.76 |

London clearing: New York mid-day yields are paid by 12.5% per cent payable by noon.

Source: AMIS International

US INTEREST RATES

Treasury Bills and Bond Yields

| | Latest | One month | Two year | 5.15 |
|----------------|--------|-----------|----------|------|
| Prime rate | — | — | — | 5.15 |
| Bills: 1 month | — | — | 5.22 | 5.22 |
| 1 month | — | — | 5.22 | 5.22 |
| 2 month | — | — | 5.41 | 5.41 |
| 3 month | — | — | 5.67 | 5.67 |
| 6 month | — | — | 5.70 | 5.70 |
| 1 year | — | — | 5.91 | 5.91 |

BOND FUTURES AND OPTIONS

France

NOTIONAL FRENCH BOND FUTURES (MATIF) FF500,000

| | Open | Sett price | Change | High | Low | Est. vol. | Open int. |
|----------------|--------|------------|--------|--------|--------|-----------|-----------|
| Jun | 122.26 | 122.54 | +0.28 | 122.64 | 122.20 | 145.262 | 122.277 |
| Sep | 121.78 | 122.09 | +0.30 | 122.16 | 121.74 | 120.21 | 121.745 |
| Dec | 120.52 | 120.80 | +0.28 | 120.88 | 120.52 | 120.43 | 120.84 |
| Ex. vol. total | | | | | | | |

ENV TRUSTS SPLIT CAPITAL - Cont.

OTHER INVESTMENT TRUSTS

| Approved by the related Revenue | Assets | Price | + or - | | 52 week high | low |
|---|--------|-------|-----------------|----------------|-----------------|------|
| | | | 52 week high | 52 week low | | |
| Atlantic Japan Fund Ltd. | 865.0 | +31 | 745 | 657 | 745 | 657 |
| Warrants | 210.0 | +1 | 221.0 | 193 | 221.0 | 193 |
| Carling Energy Euro. 24 | 10.0 | +1 | 11.0 | 9.0 | 11.0 | 9.0 |
| Warrants | 10.0 | +1 | 11.0 | 9.0 | 11.0 | 9.0 |
| For British Gas Corp Inc under British Gas Corp Inc | 58.0 | +1 | 58.0 | 56 | 58.0 | 56 |
| Warrants | 51.0 | +1 | 51.0 | 47 | 51.0 | 47 |
| Central Euro Switch | 50.0 | +1 | 50.0 | 39 | 50.0 | 39 |
| Warrants | 12.0 | +1 | 12.0 | 11 | 12.0 | 11 |
| Exxon Corp | 57.0 | +1 | 57.0 | 55 | 57.0 | 55 |
| Exxon Russian Petroleum 3.5 | 76.0 | +1 | 80.0 | 75 | 80.0 | 75 |
| Warrants | 57.0 | +1 | 57.0 | 50 | 57.0 | 50 |
| Free Armeria Chile S. | 178.0 | +12 | 200.0 | 173 | 200.0 | 173 |
| Warrants | 161.0 | +12 | 161.0 | 121 | 161.0 | 121 |
| Govt. Asian Sci & Tech | 1.0 | +1 | 1.0 | 0.8 | 1.0 | 0.8 |
| Warrants | 0.8 | +1 | 0.8 | 0.6 | 0.8 | 0.6 |
| Hannover Swiss Auto Dev. 4.5 | 75.0 | +1 | 77 | 71 | 77 | 71 |
| Warrants | 62.0 | +1 | 62.0 | 57 | 62.0 | 57 |
| Israel Fund S. 10 | 40.0 | +2 | 42 | 37 | 42 | 37 |
| Warrants | 35.0 | +2 | 35.0 | 31 | 35.0 | 31 |
| Korea Corp. 5.5 | 50.0 | +1 | 50.0 | 45 | 50.0 | 45 |
| Kuwait Lekha S. 5 | 560.0 | +10 | 560.0 | 460 | 560.0 | 460 |
| Warrants | 110.0 | +10 | 120.0 | 100 | 120.0 | 100 |
| Latin American S. 10 | 100.0 | +10 | 110.0 | 80 | 110.0 | 80 |
| Warrants | 95.0 | +10 | 105.0 | 85 | 105.0 | 85 |
| Lazard Freres India 3.5 | 2.0 | +1 | 2.0 | 1.7 | 2.0 | 1.7 |
| Warrants | 1.8 | +1 | 1.8 | 1.5 | 1.8 | 1.5 |
| Schlesinger Corp. Fd 5.5 | 327.0 | +35 | 362.0 | 271 | 362.0 | 271 |
| Warrants S | 340.0 | +35 | 347.0 | 280 | 347.0 | 280 |
| Med Ed Fd 5.5 | 12.0 | +1 | 12.0 | 10.0 | 12.0 | 10.0 |
| Warrants | 11.0 | +1 | 11.0 | 9.0 | 11.0 | 9.0 |
| Scottish Asian Ptg. 4.5 | 1.0 | +1 | 1.0 | 0.8 | 1.0 | 0.8 |
| Warrants | 0.8 | +1 | 0.8 | 0.6 | 0.8 | 0.6 |
| Standard Corp. 5.5 | 25.0 | +1 | 25.0 | 20 | 25.0 | 20 |
| Warrants | 22.0 | +1 | 22.0 | 18 | 22.0 | 18 |
| Standard Corp. Euro Units | 26.0 | +2 | 26.0 | 10.0 | 26.0 | 10.0 |
| Net asset value sampled by MacWest Securities Limited as a guide only. See guide to London Share Service | | | | | | |

INVESTMENT COMPANIES

LEISURE & HOTELS - Cont

Quartz 3000
S-Lp Pt 79000
Read Int 11000

OTHER FINANCIAL - Cont

ROCKWE

components and systems

trucks, and tra

 **Rockw**

PROPERTY - Co

come a wrong lead

SUPPORT SERVICES - Co

| Notes | Price | + or - | 52 week high | low | Cap. \$m | Mid | 12 Mo | Gr. | P/E | Anglo Am Int. | Notes | Price |
|-------------|--------|--------|-----------------|-----|----------|-----|----------|------|-------|---------------|-------|-------|
| Air Liquide | 129.00 | + | 150 | 70 | 70 | 124 | 3.9 | 11.8 | Below | 31 | | 26.50 |

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 superseded by 5 with no prior notice to U.S. dollars.
 \$5.00 for all buying expenses
 10% of certain older insurance linked plans subject to
 a maximum of \$100.00 on rates.
 Premiums not yet recognized. The regulatory authorities
 of the following countries have
 - Bermuda Monetary Authority
 - Financial Services Corporation
 - Central Bank of Ireland
 - Office of Insurance
 - Financial Supervision Commission
 - Financial Services Department
 - Monetary Institute of Mauritius
 - Insurance and Reinsurance
 - Insurance and Reinsurance
 - Other local laws.
 Note: - The time shown represents the fund Manager's
 estimate as the time of the fund's valuation point, unless
 indicated by one of the following symbols:
 - 1007 to 1100 hours
 - 1407 to 1400 hours
 - 1401 to 1700 hours
 - 1701 to midnight
 - Past 1700 hours
 Manager's estimate, charge deducted from capital.
 Minimum applies. - Current pricing.

- Classification fees of life insurees.
- Premiums against insurance plates.
- Single premium insurance.
- Described as a **UOTC** understanding for Collective Investments in Tennessee Securities.
- Offers prior releases of expenses except agent's compensation.
- Previous day's price.
- **OTC** - Over-the-counter.
- Yield per Jersey Inc.
- **Ex-qualified**, vs. **Ex-disqualified**.
- Only available to charitable bodies.
- Yield column should cancellation rates of NAV increases.

MARKET REPORT

Equities take little cheer from surprise rate cut

By Steve Thompson,
UK Stock Market Editor

A quarter of a percentage point reduction in UK interest rates - the third cut this year - took London's stock market completely by surprise and prompted a useful rally in share prices yesterday.

But the rise was capped somewhat by a widespread view that the rate cut had perhaps been driven more by politics than economics.

At the close, the FT-SE 100 index was 6.8 higher at 3,763.1. The FT-SE Mid 250 index, meanwhile, never looked really convincing and settled at a net 4.8 firmer at 4,486.6.

Sentiment in the market was also

heavily influenced by events in the US, where the Dow Jones Industrial Average initially made rapid progress, moving up 26 points, before coming off quickly in subsequent trading and progressing again.

US Treasury bonds, which were up over a point shortly after the start of trading, responded to a bigger than expected increase in benefit claims. The news comes in front of today's crucial non-farm payroll report, regarded as one of the most important US economic indicators.

Dealers have been looking for an increase of 155,000 in US jobs, with a figure much in excess of that seen as likely to induce renewed interest in US bonds and shares. The

latter have been badly hit over the past couple of weeks amid worries that inflationary pressures could be building up.

Mr Ian Barnett, equity market strategist at SGST, the French-owned securities house, and one of the few observers to have highlighted the potential for a rate cut, insisted that, if US economic growth remains weak, there will be more reductions. Forecasting that the Footsie will hit 4,000 by the year-end, Mr Barnett said "the UK is a low interest rate, low inflation and growing economy".

Mr Richard Jeffrey, group economist at Charterhouse, the merchant bank, adopted a much more cau-

tious line. "The cut was a substantial surprise; the area of the economy that will be most affected will be the consumer side, retail sales, and housing - areas not needing a push." He said the market's response "means it is not convinced there is a rationale for a cut, the chancellor may be falling into a political trap, with the inevitable consequences for economic policy after a general election".

The Footsie began the session on a quietly firm note, held up by the 31-point rise in the Dow overnight and the absence of the much rumoured mega-rights issue.

But a series of relatively small cash calls, including a £13m rights

issue from Mayflower, the engineering group, and a placing of around \$108m worth of Medeva stock, was enough to remind dealers of the potential fund raising in the wings.

There were plenty of good performances around the sectors, with Pilkington emerging as top gun in the Footsie league after good results and in the wake of the rate cut.

Northern Electric's bigger than expected dividend increase saw the shares rise higher.

Turnover in equities at 6pm came out at 855.3m shares, and was boosted by some big bid and break-out, or tax-related trades in British Gas and BT. Retail business on Wednesday was valued at £1.75m.

Approval
hopes lift
Beecham

SmithKline Beecham rose as word leaked into the market that the pharmaceuticals group was poised to resolve an impasse over one of its key drugs.

Some dealers said the company was holding confidential talks yesterday with the US Food and Drug Administration over approval for Kredeox, its treatment for congestive heart failure.

SmithKline Beecham would only say: "We are in ongoing discussions with the FDA and we have already supplied long term data from Australia and New Zealand, which has been published in the leading medical journals."

If approval was granted, that would be good news for the company. Analysts estimate that the treatment is worth up to £200m a year in sales. And at the beginning of May SmithKline Beecham plunged 49p after the FDA rejected approval and demanded more information. Yesterday the shares firmed 5 to 681p.

Midland hints

Midland Independent Newspapers rose 3 to 12p as a big stake sale prompted speculation of a possible takeover.

Some 17.5m shares were placed at 117p a share in two large blocks. That stake represents around 12.6 per cent and the only shareholders with

that kind of presence are Canover, which was involved in the original funding, and Coven. One of them could have pulled out following Midland's profits warning earlier this week.

One analyst suggested the stake could have been passed on to Newsquest, the former Red regional newspaper group. Newsquest was said to have been interested in Emap's regional newspaper interests which this week were sold to Johnston Press. However, Midland independent sources said Newsquest was involved in another project at the moment and the shares actually went to existing shareholders.

Ladbroke declines

US speculation hit UK leisure and gaming company Ladbroke, sending the shares 51/2 lower to 161/2p, the day's worst performer in the Footsie. The stock ended 11 higher at 179p.

If it is to prove that big deals and rights issues can some-

204p in above average turnover of 5.8m.

Johnston Group jumped 10p to 478p on the news that conglomerate TT Group planned to tender for a 27 per cent stake in the builder at 500p a share.

Sentiment at BAA showed signs of wavering, as a top broker was said to have moved from "buy" to "hold" on the stock in the run-up to the airport group's regulatory review.

The Monopolies and Mergers Commission hands its findings to the Civil Aviation Authority on Monday and the review of BAA's landing fees is due on July 10. "The element of uncertainty has begun to sap sentiment," said one dealer.

There was also talk that next week's results statement will be less than sparkling. "Ahead of a price review, no company is going to go all out to impress," said an analyst. The stock ended 11 higher at 179p.

If it is to prove that big deals and rights issues can some-

times be good news for shares, Mayflower jumped 12p to a new 1996 peak of 125p. The group, capitalised at around £280m, has plunged into a £172m UK takeover and plans a rights issue at 85p to help pay for the deal.

RTZ, one of the world's biggest mining groups, fell 23p to 967p in reaction to a dramatic slide in the price of copper, which fell more than 11 per cent to hit a two-year low in London and New York.

ABN Amro Hoare Govett estimates copper earnings represent about 40 per cent of the company's profits and it has recommended that investors sell the shares down to 950p.

The interest rate cut also fuelled retail stocks, with beneficiaries including Dixons, 13% dearer at 507p, and Dixons, which moved forward 10% to 615p.

Full-year results for Boots, which nudged up 2 to 608p, were at the bottom end of expectations. One analyst said that the main determinant on the price, which is on a discount to the sector, was hopes of a share buyback.

Boots gave no clear indication of the future of Dill It All, its DIY chain jointly owned with W.H. Smith. Analysts said it might acquire the whole chain, a sentiment that left W.H. Smith 10 higher at 450p.

European Telecom made a strong debut, closing at 139p compared with a flotation price of 115p.

Speculation over the future of Tom Coughlin - with European Acquisition Capital considering the disposal of its 50 per cent stake in the independent brewer, which fell 6 to 244p - added a sparkle to a number of second tier pub and restaurant companies. Century Inns rose 5 to 165p, Tallys Brothers 5 to 391p and Regent Inns 22 to 118p.

The prospect of yesterday's surprise rate cut being the last in the cycle hit bank shares.

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Bankers Trust Luxembourg S.A. 14 Boulevard Ed. Roosevelt, L-2450 Luxembourg

Debtors presented for payment will be asked to show the partial payment and returned to the holder. No interest or other income on or in respect of the payment amount will accrue to holders presenting Debentures after June 20, 1996.

Persons having an interest in Debentures maintained in the face or Cede clearing system need not present such Debentures for payment, as arrangements have been made for the payment in respect of such Debentures held as of June 17, 1996 to be made through the clearing system.

Any inquiries concerning the payments may be directed to the principal paying agent, Bank of Montreal, London Office, Attention: Manager, Fiscal Agencies, (telephone 011-326-1010).

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Dated this 18th day of June, 1996.

As Trustee

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ÍNDICES

| | Jun 6 | Jun 5 | Jun 4 | | 1995 |
|--------------------------------|-------------|------------|----------|--------------|--------------|
| | | | | High | Low |
| Argentina General(29/12/77) | 00 18148.56 | 17711.17 | 18881.95 | 205 | 15626.61 193 |
| Australia | | | | | |
| All Ordinaries(1/1/80) | 2213.8 | 2223.7 | 2236.0 | 2286.00 254 | 2167.40 113 |
| All Mining(1/1/80) | 1040.1 | 1067.1 | 1078.7 | 1112.40 85 | 1004.70 161 |
| Austria | | | | | |
| Credit Austria(30/12/84) | (3) 391.92 | 391.65 | 394.95 | 315 | 362.78 21 |
| Total Index(21/91) | (3) 1126.89 | 1134.81 | 1142.97 | 295 | 975.27 21 |
| Belgium | | | | | |
| IB(20/1/81) | 1757.29 | 1760.94 | 1754.31 | 1773.26 285 | 1574.90 21 |
| Brazil | | | | | |
| Bovespa(29/12/83) | (3) 55675.0 | 55294.0 | 57008.00 | 295 | 43801.00 21 |
| Canada | | | | | |
| Mosaic Min(1/1975) | 40 5205.27 | 5375.90 | 5824.80 | 85 | 4687.47 181 |
| Composite(1/1979) | 40 5194.90 | 5244.50 | 5828.80 | 225 | 4730.70 151 |
| PostNet(5/1/83) | 40 2586.79 | 2581.08 | 2585.85 | 275 | 2327.39 121 |
| Chile | | | | | |
| ISPA Gen(31/12/80) | (3) 5331.32 | 5309.20 | 5804.33 | 81 | 5215.26 84 |
| Denmark | | | | | |
| Copenhagen(5/3/83) | 403.37 | (3) 401.45 | 407.87 | 295 | 358.40 21 |
| Finland | | | | | |
| IBX General(29/12/80) | 2034.24 | 2043.15 | 2055.85 | 2070.42 316 | 1851.67 191 |
| France | | | | | |
| ESF(25/01/12/80) | 1457.56 | 1446.53 | 1447.69 | 1457.58 56 | 1228.16 21 |
| CAC(4/31/12/87) | 2133.22 | 2113.35 | 2111.00 | 2148.73 304 | 1667.85 111 |
| Germany | | | | | |
| IBX Aden(31/12/80) | (3) 889.49 | 885.92 | 904.83 | 235 | 818.55 21 |
| Connex(1/1/83) | (3) 2591.10 | 2574.10 | 2610.58 | 234 | 2310.20 21 |
| DAX(30/12/87) | (3) 2552.53 | 2545.25 | 2581.78 | 215 | 2264.85 21 |
| Greece | | | | | |
| Athens(31/12/80) | 916.37 | 922.90 | 926.10 | 1017.95 43 | 901.03 294 |
| Hong Kong | | | | | |
| Hang Seng(31/7/84) | 11225.83 | 11092.51 | 11086.91 | 11584.99 162 | 10204.87 21 |
| India | | | | | |
| Sensex(1/1/78) | 3830.31 | 3812.05 | 3780.46 | 3886.87 244 | 2820.08 257 |
| Indonesia | | | | | |
| State Corp(10/8/82) | 613.22 | 616.07 | 615.92 | 638.21 244 | 512.48 21 |
| Ireland | | | | | |
| IBX Otxaco(4/1/88) | 2576.0 | 2568.06 | 2540.67 | 2576.08 65 | 2234.81 21 |
| Italy | | | | | |
| IBX Comex Ital(1/9/72) | 864.98 | 861.92 | 863.04 | 874.10 205 | 572.21 233 |
| IB General(2/1/93) | 1127.0 | 1122.0 | 1124.00 | 1142.00 205 | 570.00 273 |
| Japan | | | | | |
| IBX Nikkei(22/10/89) | 21804.46 | 21881.43 | 21858.12 | 22262.05 244 | 18734.70 133 |
| Total 300(1/1/82) | 309.70 | 310.89 | 310.90 | 318.08 264 | 284.48 113 |

INDEX FUTURES

US INDICES

| | | | | | | | |
|------|-----|------|------|-----|----|--------|---------|
| 1.00 | -01 | 1.00 | 1.03 | - | 30 | 36570 | SeasatA |
| 5.34 | -07 | 5.70 | 3.75 | 2.7 | - | 300 | BombA |
| 9.13 | -17 | 9.92 | 7.90 | 2.2 | - | 376060 | BombB |
| 7.26 | -06 | 8.72 | 7.16 | 8.6 | - | 56250 | SeasatB |

| TOKYO - MOST ACTIVE STOCKS: Thursday, June 8, 1995 | | | | | | |
|--|-------------------|------------------|--|------------------|-------------------|------------------|
| Stocks Traded | Closing Prices | Change on day | | Stocks Traded | Closing Prices | Change on day |

Prices supplied by Telusco

NOTES - Prices on this page are as quoted on the individual exchanges and are mostly last traded prices. High/Lows are based on data from Jan 1, 1998. 1. Delays suspended, ex Et shield, ex Et swap issue, ex Et rights, ex Et 20. 1 Period is US \$

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Stocks Traded Closing Prices Change on day

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3.4m 806 +14
2.8m 358 +1

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AMERICA

Dow see-saws after a tech stocks retreat

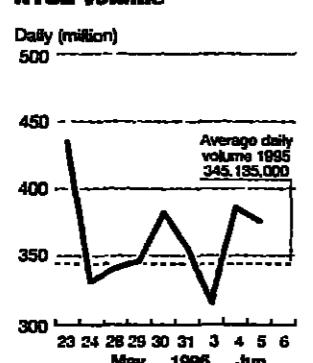
Wall Street

A bright start to US stock trading soon clouded over and by mid-session the Dow Jones Industrial Average was sawing around its opening level, writes Maggie Urry in New York.

A strong bond market lifted prices early on, but they weakened when the technology sector retreated, led by Digital Equipment.

In the first few minutes of trading, the Dow jumped more than 25 points, spurred by the bond market's rise after jobless figures suggested that the economy was slowing. However, falls in leading technology stocks weighed on the market and by 1pm the Dow was up only 7.01 at 5,704.49, while the Nasdaq index,

NYSE volume



weighted towards the technology sectors, fell 5.50 to 1,243.65.

The broader indices were lower, with the Standard & Poor's 500 down 0.07 at 678.37 and the American Stock Exchange composite 3.09 lower at 605.18. NYSE volume totalled 255m shares.

Goldman Sachs, the investment bank, cut its forecast for Digital Equipment, the computer maker, citing slower demand for personal computers and from the European market. Digital's shares fell 1.1% or 3.8 per cent to 947.4.

In its wake, IBM, a Dow con-

stituent, dropped 3.2% to \$102.49, and Sun Microsystems, traded on Nasdaq, fell \$1.1% to \$65.

America Online, which slid 4.3% on Wednesday, dropped a further 3.1% to \$484 for a two-day fall of 13 per cent. Downgrades by two brokers started the selling.

A profits warning from MicroWarehouse, a computer retailer, after the market closed on Wednesday, caused the shares to tumble by a third in heavy trading on the Nasdaq market. The price dropped 3.1% to \$33.

The company said that forecasts for the second quarter and the year were too high, as sales of Apple Macintosh products had been weak. It said it would write off \$36m of goodwill related to its Apple Mac business.

Wednesday's profits warning from Whirlpool, the domestic appliance maker, continued to bear down on the shares. They fell 2% to \$53.74, after weakening 1.4% the previous day.

In takeover activity, the long-rumoured agreed deal between Hilton Hotels and Bally Entertainment had the former's shares up 2% at \$118.6 and Bally's ahead 3.2% at \$27.7, not far short of the \$29.7 price set by the stock-swap terms.

The agreed acquisition of AT&T Capital for \$2.2bn in a levered consortium lifted the shares \$3 to \$44, just shy of the \$45 bid price. AT&T, the phone company, still owns 86 per cent of AT&T Capital, and its shares stayed at \$32.4.

Toronto was weak in mid-session trade, mainly on selling sparked by the prolonged tumble in precious metals shares.

The TSE 300 composite index was 37.54 lower by noon at 5,157.40 in hefty volume of 66.5m shares.

Diving gold shares were topped by Arequipa Resources, which lost \$45.55 to \$18.75 in brisk trading. Another gold stock, Bre-X Minerals, dropped \$3.15 to \$19.65.

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Flying start for Astra

A fresh surge in the Argentine oil company, Astra, got trade off to a positive start in Buenos Aires, setting the stage for an extension of Wednesday's rally.

The Astra stock, which had halved 9.6 per cent on Wednesday, climbed a further 6.3 per cent to 2.55 pesos on news that a controlling stake had been sold to Spain's Repsol. Wednesday's rise in the shares, coupled with strong gains in the bellwether stock, YPF, drove the Merval index 3.1 per cent ahead, recouping most of

S African industrials ahead

Johannesburg was mixed, with industrials struggling higher in afternoon trade and golds sinking on the tumbling bullion price.

Industrial shares dipped at the start of trade before moving into positive territory, fuelled by Wall Street's overnight show of strength.

Gold shares began to fall from the start of trade but their decline tailed off in spite of the weakening metal price. Analysts noted that some

issues had bounced off intraday lows; Eastval, which at one stage was more than 5 per cent down, finished with a net decline of 2.5 per cent.

The overall index put on 13.0 at 6,828.0, industrials rose 38.0 to 8,037.5 and golds fell 1.5% or 3.8 per cent to 947.4.

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The agreed acquisition of AT&T Capital for \$2.2bn in a levered consortium lifted the shares \$3 to \$44, just shy of the \$45 bid price. AT&T, the phone company, still owns 86 per cent of AT&T Capital, and its shares stayed at \$32.4.

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The TSE 300 composite index was 37.54 lower by noon at 5,157.40 in hefty volume of 66.5m shares.

Diving gold shares were topped by Arequipa Resources, which lost \$45.55 to \$18.75 in brisk trading. Another gold stock, Bre-X Minerals, dropped \$3.15 to \$19.65.

In its wake, IBM, a Dow con-

EUROPE

Bourses encouraged by further interest rate cuts

Equities hit a second consecutive closing high in AMSTERDAM in spite of the public holiday in Germany, which thinned turnover, and a fairly cautious domestic tone which left 11 AEX constituents higher, 11 lower and three unchanged. The key index closed 1.07 better at 571.6.

The softly, softly approach applied to the winners, too. Unilever certificates extended Wednesday's gain on the dollar and on talk of a UK broker's upgrade, adding F1.2 at F1.23.40; and ING rose 50 cents to F1.50.10, after early profit-taking in financials.

There seemed more excitement in the losers. KLM, weak after its results on Wednesday, fell another F1.10 to F1.71.10 as a research note from Generali Bank rated the stock as a sell, saying that the outlook for its cargo division was cloudy, and that its alliances with other airlines were turbulent.

Meanwhile, Lehman Brothers put out a sell note on Nutricia. The broker was not much about its attractions, describing Nutricia as one of the most attractive European food manufacturing companies, with strong earnings growth prospects for the next two years. But it said the shares were 30 per cent above valuation, with a target of F1.10 to F1.30.

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THE BAHAMAS

Back to a straight and narrow path

The government is working hard to lure back the wealthy tourists and foreign investors that were driven away from the islands by drugs traders, writes Stephen Fidler

It's better in the Bahamas. There is a broad consensus, at least among business leaders and investors, that at last the old slogan of the country's tourism industry rings true.

Many of them mark the turning point of the country's fortunes as the August 1992 general election which ousted the prime minister of 25 years, Sir Lynden Pindling, and his Progressive Liberal Party (PLP) from office.

Sir Lynden's legacy has been an ambiguous one. Seen by many Bahamians as the father of the nation, he brought it to independence from Britain in 1973. He took the country's politics out of the hands of the so-called Bay Street Boys, the group of mainly white businesses that ran the country, and into the hands of the black majority that constitutes 85 per cent of the population. And he oversaw a significant improvement in its standard of living, to the extent that in 1988 it became too rich to qualify for World Bank loans. Per capita income is now officially over \$11,000 a year.

Yet during the 1980s a fragile state found itself at the mercy of drug traffickers. They used the country's 700 islands and 2,000 cays lying a few score miles off the Florida coast as a platform to ship an estimated three-quarters of US cocaine supplies.

His government became, in the words of one foreign resident, "sloppy and corrupt". Subsequent official inquiries into the running of state-owned companies found gross mismanagement and corruption. During the PLP's 25 years in office, the islands' dominant industry, tourism, slid

down-market, while the country's sleazy reputation led to a flight by some financial services companies from the islands.

It took a two-year recession in which the economy contracted by some 6 per cent to oust Sir Lynden and his formidable grassroots party from office in 1990. And it was a former PLP colleague, Mr Hubert Ingraham, who took over the premiership as head of the Free National Movement.

Mr Ingraham, who left the PLP in 1986 after disputes with the party over corruption, had won a reputation for integrity which has survived his first 3½ years in office.

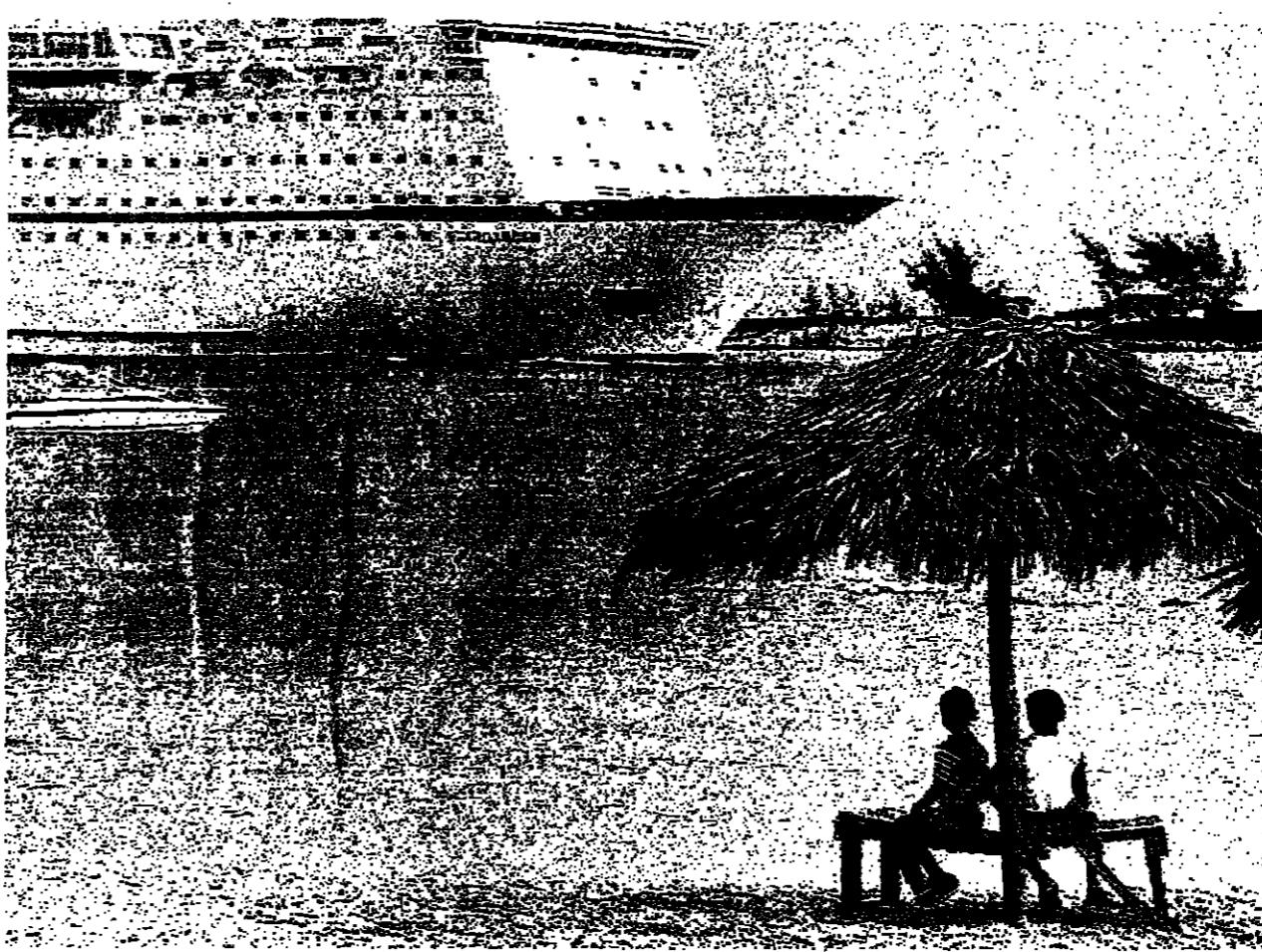
He has gone on reducing the scale of the country's drugs problem, continuing the close co-operation with the US begun by the Pindling government in its later years. Helped by a US effort in the Caribbean that has made Mexico the transit country of choice for most cocaine traffickers, it is guessed that no more than 10-15 per cent of illegal drugs shipments to the US now go through the islands.

Mr Ingraham also began courting investment from the private sector and started to deregulate the economy, simplifying and increasing the transparency of foreign investment approvals. The approach has been successful so far. Mr Badrul Haque, an economist with the InterAmerican Development Bank (IADB) estimates for the next few years foreign investment could amount to an annual \$300m or 10 per cent of gross domestic product.

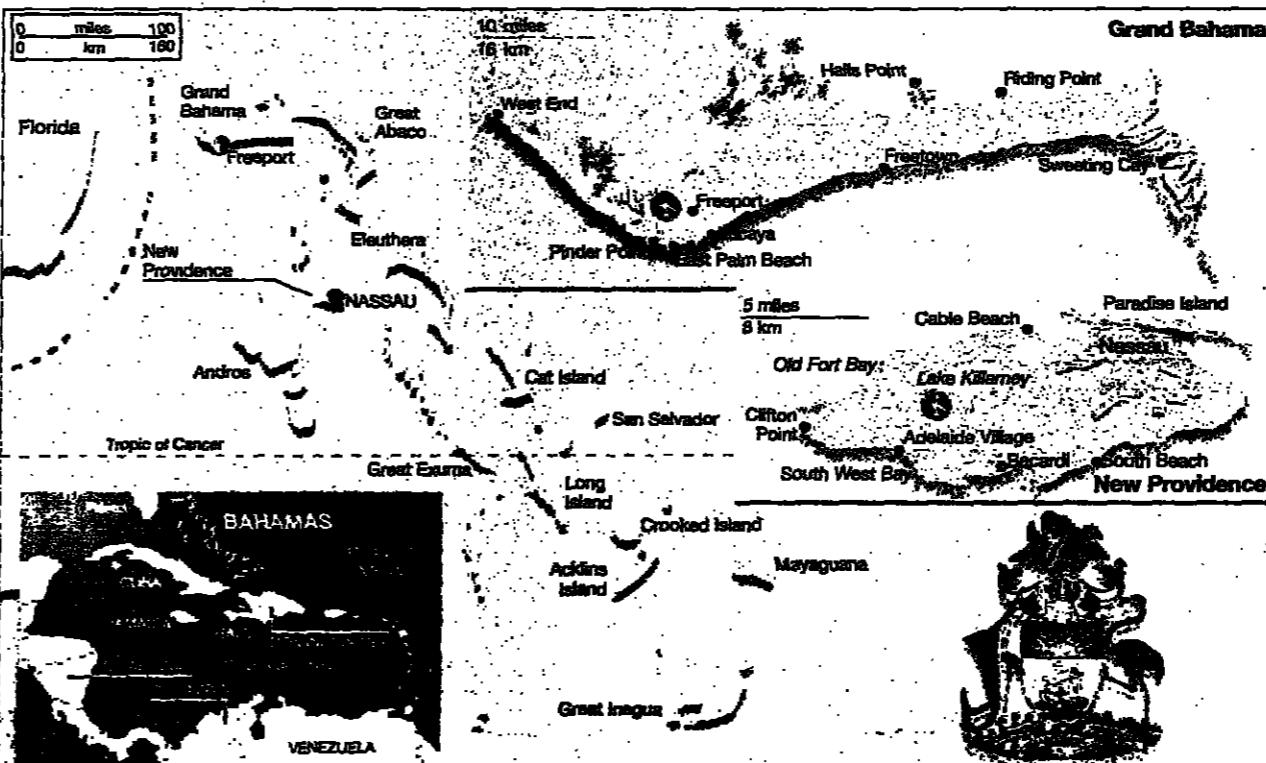
Continued on next page

It wins another five-year term in the elections scheduled over the next 18 months, it is expected to sell off state-owned enterprises, in particular the electricity company BEC and the telephone company, Batelco. Mr William Allen, the finance minister, referring to complaints about the high cost of energy and telephones in the country, says: "Batelco is not going to hold this country to ransom, nor is BEC."

Yet privatisation would have implications for employment.



Selling up-market: the Bahamian government is trying to attract foreign investment to increase the country's appeal to wealthy tourists



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THE ISLANDS OF THE BAHAMAS

A Paradise For Many Reasons

Public sector needs revamp

Continued from previous page

and will be opposed by powerful trade unions. After tourism, the government is the next largest employer, accounting for 20 per cent of jobs though only 11 per cent of output. Says Mr James Smith, governor of the central bank: "Privatisation is a double-edged sword. Government corporations are very overstaffed, but there are very underdeveloped social services and safety nets."

A modernisation of the rest of the public sector is also needed, according to the IADB. Important problems, such as the discharge of sewage which threatens the country's tourism industry, are not being well managed. Efficiency is low, with 56 per cent of spending going on wages and salaries. A further 13 per cent is devoted to interest payments, leaving less than 30 per cent to be spent elsewhere.

The government also faces the task of restructuring the anachronistic way it finances itself, in the absence of income or sales tax. The majority of revenue is raised through import duties. Revenue losses due to poor administration are estimated to be as high as 25-30 per cent of the potential.

The system, together with quotas and other non-tariff restrictions on imports imposed by the government, which is not a member of the World Trade Organisation nor of GATT, is responsible for all kinds of economic distortions. It means too that the country has far to go before it can contemplate membership of any Free Trade Area of the Americas as proposed by US president Bill Clinton at the Miami summit of leaders from the western hemisphere in December 1994.

It will also be a long time before the legacy of sleaze is erased, particularly in the financial services sector, which is responsible for an estimated fifth of GDP though only 3.6 per cent of employment.

Mr Allen, having returned with a government delegation

from a trip to Latin America, was surprised by the reaction. "Our reputation has taken a bit of a hit in the past and we discovered down in Argentina that there was not a high regard for the quality of our regulation. This was disconcerting."

The government is working to improve the Bahamas' image and position in the highly competitive offshore financial services businesses. Late last year it passed tougher money laundering legislation and a securities industry act that envisages the creation for the first time of a capital market, including a stock exchange.

Yet despite these improvements, some financiers see a limited future for tax havens and question their long-term viability. At the very least all offshore financial centres will depend heavily on the goodwill of other governments, particularly of the US.

Unfortunately the long-term prospects for growth in tourism are not clear, given the competition from the Caribbean and the inevitable future emergence of Cuba as a direct competitor for visitors from the US.

The Bahamas, population 270,000, also faces issues particular to small nations trying to create employment in an era of intensified international competition. Questions of economies of scale are dramatised by the remoteness of some of the country's 40 populated islands, many of which are poor. Indeed, the high average income of the Bahamas hides poverty which has been exacerbated by Haitian migration and the breakdown of the traditional family.

For now, though, optimism prevails. The government is credited with tackling problems in a systematic and rational way. If this approach continues beyond the election to be held some time in the next 18 months, the economy can according to Mr Haque of the IADB "be expected to grow at its historical level of 5 to 6 per cent annually on a sustainable basis."

■ The economy: by Stephen Fidler

Investment raises hopes

The government hopes a sell-off of state assets will boost the country's tourism stock

Growth has proved elusive for the Bahamas in the 1990s. Recession in 1991 and 1992 has meant the economy has yet to recover to 1989 levels, according to official figures.

Much of this is explained by developments in the tourist industry, responsible for half of gross domestic product and 60 per cent of employment. As competition from other parts of the Caribbean intensified, the Bahamian tourist industry allowed its capital stock to deteriorate. Now with new investment, prospects are improving.

Mr James Smith, governor of the central bank, says: "We are coming out of the economic doldrums that have been with us for the past few years." In a recent report, Mr Badrul Haque of the InterAmerican Development Bank, agrees: "The short and medium term economic prospects are favourable. The economy reached about 22.5 per cent of GDP last year. However, savings have been weak at about 10 per cent of

GDP through the 1990s and there is a strong need to raise this rate," Mr Haque says.

One aim of the government is to improve balance in an economy that has suffered a type of "Dutch disease", caused by the domination of one industry and government policies that have weakened the ability of other sectors to compete internationally. This has meant, among other things, that for every \$1 spent by a tourist in the Bahamas, 80 cents is spent on imports.

Another objective, says Mr Allen, is to reduce the size of the government, which is large for a country with no income tax. "The government is spending 20 per cent of national income. We'd like to bring that down to 16 per cent."

As a step toward achieving better balance, governments have since 1991 brought down the budget deficit – in part because state-owned enterprises have reduced their losses and cut down on capital spending – allowing for reduced payment arrears on goods and services bought during the recession.

This year the consolidated public sector deficit will be less than 1 per cent of GDP, says Mr Allen. Mr Smith at the central bank says: "It was the rate of growth of the budget deficit that was of concern, even though the absolute level was less than 3 per cent of GDP which is not out of line with international standards." The Bahamas has to be especially cautious with deficit financing because of the parity between the Bahamian and US dollar. "There is no automatic exchange rate adjustment" such as an Argentine-style currency board, he points out.

Reducing the deficit has allowed the government to improve its debt position. Foreign currency debt of the public sector fell to \$322m at the end of last year, down from the peak of \$453m two years earlier. Total national debt, including domestic debt and contingent liabilities of \$322m was \$1.48bn at the end of last year.

The government, responsible for a fifth of all employment and 11 per cent of GDP, has already divested itself of all but one of the hotels acquired by its predecessor. If it wins a second term it is expected to privatise the main utilities, most of which are overstuffed. This should improve the prospects for a more sustainable budget balance while enhancing investment in important infrastructure.

The government also suffers heavy non-payment of certain taxes, in particular property tax. A more fundamental need, according to the International Monetary Fund and others, is for the administration to totally overhaul its revenue raising methods, which depend heavily on collection of import duties.

Some two-thirds of all government revenue is raised through import taxes and stamp taxes on imports. The external trade regime, says the InterAmerican Development Bank in a report last year, "consists of convoluted trade taxes, non-tariff barriers and a large number of tariff exemption acts." There are hundreds of applicable rates and 15 different trade taxes.

The effect is to add between 15 and 30 per cent to international prices, though for some items the additional costs run

several times higher, the report says. For example there is a 770 per cent effective import duty on poultry – but the authorities continue to receive requests for import licences which suggests that consumers bear the cost of a protective tariff system that is not fostering domestic production.

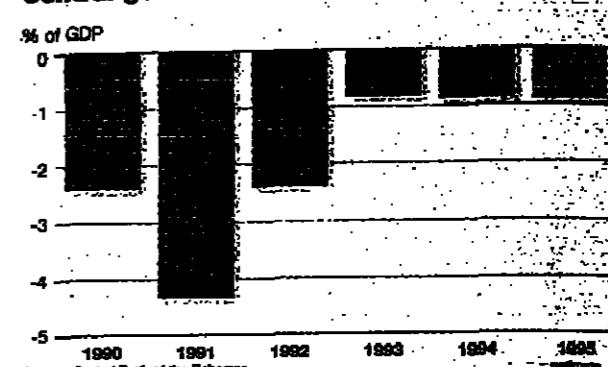
In talking about reform, the government is cautious. Income tax is a shibboleth for all politicians. On July 1, the government is scheduled to reduce the number of customs duty rates from 150 to 20, with a view to reducing it eventually to five. The prime minister, Mr Hubert Ingraham, says: "This process will take several years. It should allow us to arrive at the point where if a future government wishes to take a decision about tax reform then it will be able to do it." However, he adds he is not so inclined.

There is another issue that has arisen in the last two years: the Free Trade Area of the Americas proposed at the December 1994 Miami summit of western hemisphere heads of state by US President Bill Clinton. The proposal is a long way from coming to fruition. If it ever does, however, the Bahamas is, because of its tax regime, probably further away than any other country except Cuba from the free trade ideal.

Mr Allen, the finance minister, says the government is "keeping a watching brief" on the development of the FTAA. He concedes this will probably entail the imposition of a value added tax in future: "We shall probably have to do something like that in any event. If we are successful in creating linkages between the tourist industry and the domestic economy we can have a lower VAT rate."

That is for the future. In the

Central government current balance



Source: Central Bank of the Bahamas

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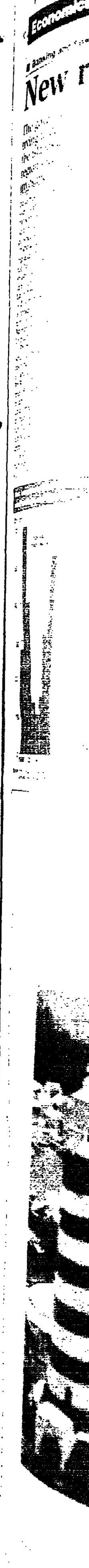
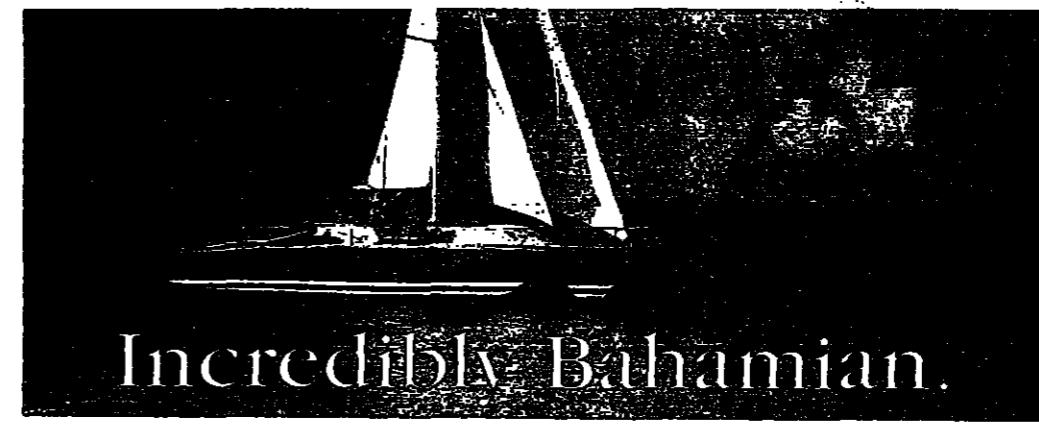


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Economics and finance

Banking and finance: by Richard Lapper

New rules, new status and new business

The government is trying to develop the islands as the region's leading investment centre.

From their bright new office buildings overlooking the Nassau waterfront, Bahamian bankers are becoming more and more confident about the prospects for their offshore financial sector. Private banking and trust business is flowing back to the Bahamas at a steady rate, with the number of mutual funds rising quickly.

Latin America's newly liberalised economies are generating a stream of business. And relations with the government of Mr Hubert Ingraham could not be much better.

"There are not many centres where there is this degree of co-operation between the public and private sectors," says Mr Bill Jennings, deputy chairman of Coutts and Co and a member of a joint private-sector government team that, over the past eight months, has visited Europe, Latin America and Asia as part of efforts to drum up business.

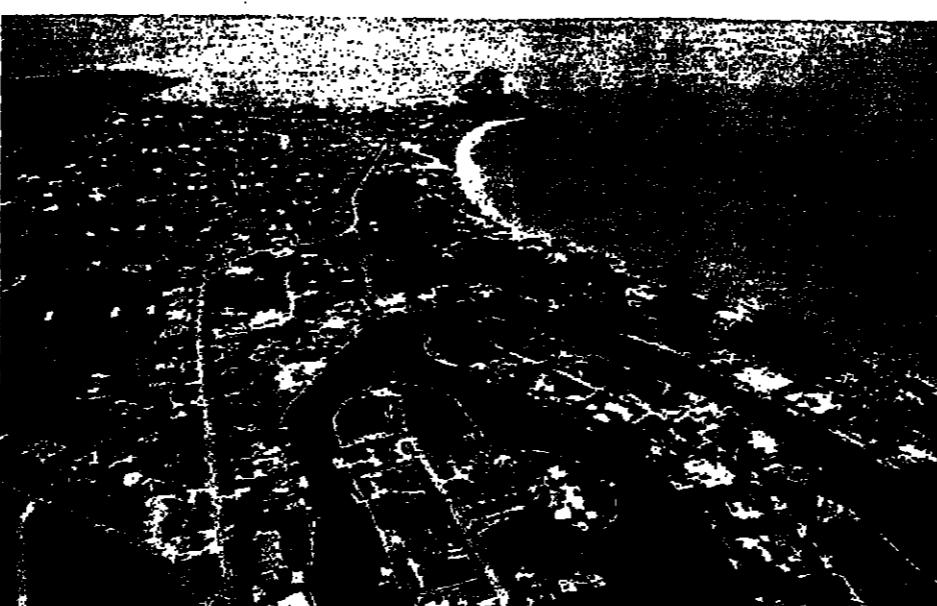
It is all in sharp contrast to the recent past. Under the previous administration of Sir

Lynden Pindling, many government policies and practices were heavy-handed at best, leading a string of banks and insurance companies to leave the islands in the 1970s. Subsequently, the impact of the drug trade, including rising crime and allegations of official involvement and widespread corruption, complicated day-to-day life for bankers in the Bahamas and tarnished the islands' reputation.

During the 1980s, the Cayman Islands won the majority of new international private banking business. The Bahamas' share of the international offshore market among the main developing country centres fell from 49 per cent in 1976 (when the country did roughly twice as much business as the Cayman Islands) to only 10 per cent in 1994. In the meantime, the Caymans' share soared, hitting 26 per cent two years ago.

Businesses were flying off to other jurisdictions. Everything just ground to a halt," says Mr Ian Fair, chairman of Mees Pierson (Bahamas), one of the biggest banking operations in the Bahamas.

Some progress was made towards the end of Sir Lynden's administration. For



Developments such as Lyford Cay are the wealth: a liberal regulatory environment helps attract their funds

example, a mutual legal assistance treaty was signed with the US, Canada and the UK in 1990, providing for the exchange of information on criminal activities. But the revival only really got underway after the election of Mr Ingraham in 1992. Red tape, which had restricted the growth of legitimate activity, has been cut; the government has set up a one-stop shop for investment approvals; more generally, it has made it simpler to buy property and take up residence, allowing more people to benefit from the country's liberal tax regime.

The current administration has continued the modernisation of offshore legislation begun by the previous government, but perhaps its most significant achievement has been the cleaning up of the Bahamas' image. New money laundering legislation, introduced last November, is seen as pivotal. The law, which has still to come into effect, builds on a voluntary code of practice introduced in 1988 but imposes new responsibilities on banks to report transactions where money may have been made from crime. Banks face stiff penalties, including imprisonment for offending officers, if they fail to comply.

Other laws provide for tighter control of the mutual funds industry, which has been

growing since rules introduced in 1989 made it easier to form international business companies or IBCs – one of the main vehicles for mutual fund administration. Last year, the government imposed new reporting, disclosure and monitoring requirements for Bahamian funds, providing for registration and annual licensing and minimum capitalisation, and a Securities Board was formed to regulate the activities of the funds.

"Stronger emphasis is being placed on prudential supervision and market oversight, to strengthen the resilience of the financial system by setting and enforcing high standards for prudential behaviour," says Mr

James Smith, governor of the central bank.

Bahamian trust law is being brought into line with that of the most competitive rival centres. Again, the first steps were taken by the previous government: a law protecting trust assets from civil legal action (if the action begins more than two years after the establishment of the trust) was put into place in 1991. This year, new legislation, which allows trusts to be organised in a more flexible way, is to be introduced.

Activity has picked up. Since 1993, the asset base of the banking sector has increased by \$22.5bn to \$185bn, and the number of trusts and banks licensed has risen to 416. The assets being managed by the trust and mutual fund sector have also grown rapidly.

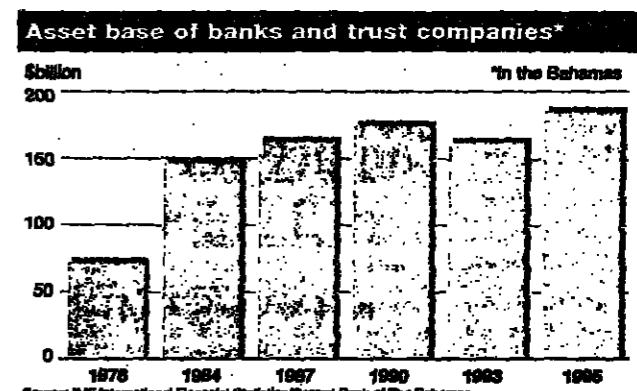
Mr Fair estimates that trust fund assets held by Bahamian banks and trust companies could amount to as much as \$200bn. The mutual fund business is smaller but activity seems to be intense. Mr Gregory Cleare, a partner with the Nassau office of KPMG Peat Marwick, estimates that there were some 200 mutual funds with net assets of some \$4.5bn in early 1994, and a further 100 mutual funds with net assets of \$15bn established in other jurisdictions but administered in the Bahamas. According to the central bank, by May this year, the number of Bahamian mutual funds had risen to more than 400 and the value of their assets to some \$40bn.

Mr Cleare says that in the early 1990s the Bahamian industry consisted mainly of funds promoted by banks and trust companies for their international private banking customers. Since then, however, banks, trust companies and fund administrators have seen significant growth in the number of funds that have been established in the Bahamas by third party investment managers for sale to a client base of global investors.

More importantly, the character of the centre also appears to be changing, with more banks opting to establish a more substantial presence in the Bahamas. Between 1987 and 1994, the number of banks with a real physical presence in the Bahamas increased by more than 50 per cent, rising

| Ranking of international banking centres by external offshore assets | | |
|--|-------------------|------------------------------|
| Ranking | Assets (billions) | Average asset growth 1993-94 |
| 1 UK | 115.0 | 8.0% |
| 2 Japan | 22.5 | 8 |
| 3 US | 3.5 | 2 |
| 4 Hong Kong | 2.2 | 12 |
| 5 France | 1.4 | 7 |
| 6 Belgium | 1.1 | 4 |
| 7 Germany | 1.0 | 6 |
| 8 Switzerland | 1.0 | 5 |
| 9 Cayman | 1.0 | 7 |
| 10 Singapore | 0.9 | 11 |
| 11 Netherlands | 0.7 | 3 |
| 12 Bahamas | 0.5 | 3 |

*Based on 1992 market share



Source: IMF International Financial Statistics/Central Bank of The Bahamas

Association of Banks and Trust Companies

At Mees Pierson, the Dutch private bank, only two of the 55 staff hold work permits and a majority of its employees are Bahamian nationals. Reflecting the increase in the skills base, Barclays has opted to move the centre for its regional operations in the Caribbean to the Bahamas. Other banks are expected to follow.

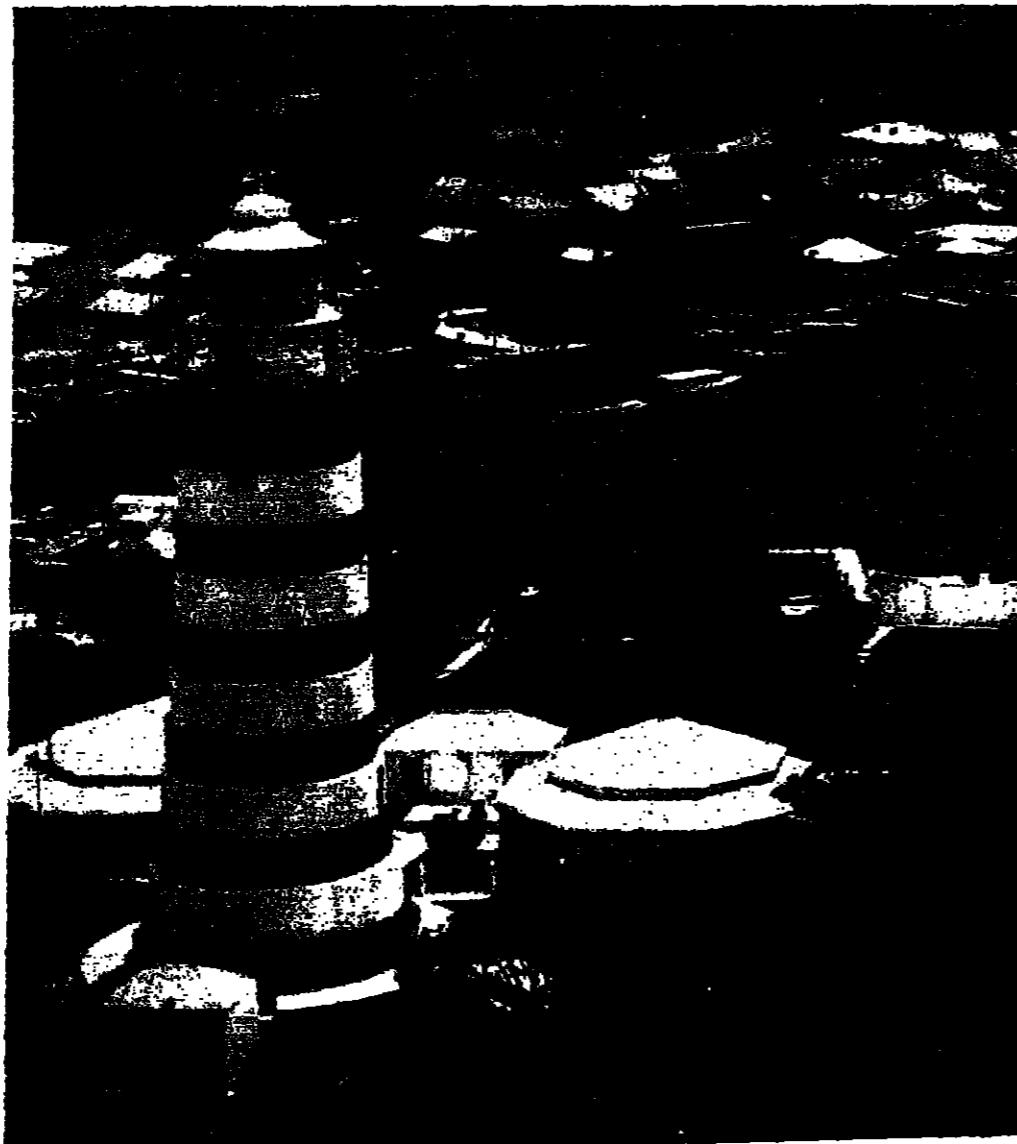
The trend is also apparent in support services such as accountancy.

There are some signs that infrastructural deficiencies are being tackled: the government is pledged to take Batelco, the state telecommunications company, into the private sector if it is re-elected.

In the longer term, the government and private sector have ambitions to make the Bahamas a regional financial centre. The development of a securities exchange and capital market, as well as the increasing interest of banks from Latin America, are seen as important in this respect, allowing the Bahamas to become a centre for investment activity as well as simply a safe haven.

THE BAHAMAS

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- Proximity to the United States.
- A tax-free environment.
- An educated, trained and capable work force.
- An excellent modern infrastructure.

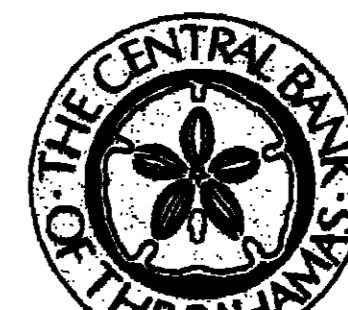
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4 THE BAHAMAS

Latin American links: by Richard Lapper

Money talks new tongue

Bahamian banks are forming closer ties with their counterparts in the south

Language skills have not always been a strong point in the Bahamas, despite the country's proximity to Latin America. That could be about to change. Spanish and Portuguese is much in demand at present as the country's banks orient their activities increasingly towards corporate and individual clients from Latin America's growing economies.

"Go to any major bank and they all have instructors teaching Spanish and Portuguese to their staff," says Mr Gregory Bethel, managing director of Credit Suisse (Bahamas), and chairman of the government's financial services advisory committee. Mr Bethel, who was part of a recent mission by the committee members to Brazil, Argentina and Chile, believes the country's future is to some extent bound up with its developing relationship with the bigger economies to the south.

Underpinning this perspective is the economic turnaround in many Latin American countries. Hyperinflation which dogged many countries in the region during the 1980s has been brought under control and liberalisation and a more open orientation towards

trade and foreign capital are leading to stronger economic growth in many countries. Mr Bethel says that the trend towards closer ties between the Bahamas and Latin America began in the early 1990s. "In my view, it started with the North American Free Trade Agreement (Nafta) and Mexico being admitted as an equal partner. Nafta alerted us all to the prospects stemming from the free trade zone."

Latin America's increasingly powerful banks and private sector have been among the principal beneficiaries of growth and liberalisation. As their standing and creditworthiness have grown, more and more Bahamian banks have been prepared to do business with them. Economic growth has also made the continent's élites richer and, with memories of nationalisation and radical social policies relatively fresh in many countries, much of this new wealth has sought a safe haven.

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Economics and finance



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In part, the new interest has been driven by Latin American banks themselves. The fall in inflation has made it more difficult for Latin American banks to make money, forcing them to examine alternative approaches. Regulations limiting the extent to which Latin banks can conduct offshore operations have been eased considerably.

Many Latin banks have, as a result, set up branches in the Bahamas. Over the past 10 years, the number of Latin American banks licensed in the country has tripled, rising from 31 in 1987 to 107 in 1996. Brazilian banks have been particularly enthusiastic, their numbers increasing from six in 1987 to 35 in 1996. According to the Central Bank, five of the licensed Brazilian banks have a presence in the centre.

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Ship registration: by Richard Lapper

More owners fly the colours

Tax and labour advantages are persuading more shipowners to list in the islands

When it opens for business later this month a new fast ferry linking Stranraer in Scotland with Larne in northern Ireland will fly Bahamian colours - the UK merchant navy's traditional red ensign with a miniature version of the Bahamas' squamarine, yellow and black national flag in one corner.

The flag, which shows that the ferry is registered in the Bahamas, is flown by nearly 1,500 ships and is becoming an increasingly common sight on international seaways. The growing number of shipowners prepared to list some of their vessels in the Bahamas include Chevron and Exxon International - which own oil tankers - and Cunard Lines, which operates cruise ships.

Gross tonnage registered rose from 1m in 1983 to 24.7m by the end of 1994 and 25.6m by the end of last year. The Bahamas now ranks as the fifth on a list of offshore registries, led by Panama (with 70.1m gross tons) and also including Liberia (59.3m gross tons), Greece (29.5m gross tons) and Cyprus (24.3m gross tons).

The Bahamas has benefited from a general increase among shipowners in registering with offshore centres - so-called "flagging out". Tax advantages - such as those offered by the Bahamas, with its absence of corporation and capital gains tax - have been one factor favouring this

development, while the centres have also drawn up business by helping owners reduce bureaucracy and red tape.

In addition, offshore registration offers shipowners the opportunity to circumvent local labour laws, which place restrictions on the nationality and number of crew. Mr John Dempster, director of the Bahamas Maritime Authority, says the registry allows its shipowners greater freedom in relation to the nationality of officers than they would enjoy in some jurisdictions. However, Mr Dempster, who was formerly a deputy secretary at the UK department of transport with responsibility for the shipping industry, insists that the registry "sticks to safe

managing levels".

"Open registers have a reputation for providing a safe haven for operators of sub-standard shipping", but the Bahamas intends to "provide a good efficient service for high quality shipping", he argues.

Other advantages include the country's stability and judicial system, which assume particular importance bearing in mind political instability in some centres, such as Liberia.

Several of the registry's inspectors have specialist expertise in relation to cruise ships. As well as Cunard Lines, some Holland America cruise vessels fly the Bahamian red ensign. The registry is also winning business from operators of roll-on/roll-off ferries. P&O followed Scandinavian lines such as Sally and DFDS in registering vessels in the Bahamas.

Mr Dempster joined the register last year following a revamp of its operations around the world. The government shifted responsibility for the registry away from the department of Transport to the Bahamas Maritime Authority, a new public corporation, in order to improve management efficiency and administration of the service. The new body is accountable for its own revenues and supervised by a board of management, chaired by the governor of the Bank of the Bahamas. Some \$1m was invested and staffing increased.

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■ **Property:** by Richard Lapper

The insular possessions

The country's estate agents deal in the ultimate luxury property - tropical islands

A thriving trade in the sale of entire islands is the most striking feature of the Bahamas' buoyant residential property market. Encouraged by recent modification of rules which make it easier for homeowners to become Bahamian residents and growing political stability, more and more wealthy North Americans and Europeans are buying up both developed property and land.

As many as 200 of the more than 700 Bahamian islands are privately-owned, according to Mr George Damianos, who runs the Nassau-based Damianos Realty Company. Island sales are not new but the pace appears to be picking up. Mr Damianos, for example, last year sold two and is currently seeking bids for two more, while other Bahamian estate agents report rising interest.

Although the costs of development are considerable and the maintenance and administration frequently underestimated, the world's "wealthy people always have a dream to own a private island," accord-

ing to Mr Damianos. The properties available range in size and character. Harbour Cay, a 400-acre island in the Exuma chain which has four houses and a dock, was sold last year to a group of individual Spanish, US and Bahamian investors for \$6.7m. South of Bimini a US consortium has converted the uninhabited island of Cat Cay into a private island, consisting of several dozen homes costing up to \$1m each.

Ms Elaine Thompson at the Abaco Real Estate Agency in Marsharbour has two islands on her books. Matt Lowes Cay, off Abaco, has two houses and five beaches and is on the market for \$5m. And at the other end of the scale is a four acre entirely undeveloped site, also off Abaco, on the market for \$500,000.

Interest in upmarket properties and prime sites is pushing up values elsewhere. Houses and condominiums in the most sought-after locations have risen in price by at least 75 per cent since the present government of Mr Hubert Ingraham took office in 1992.

The administration has made it easier for foreigners to buy land by reducing red tape and paperwork. In 1994 the government repealed the immovable Property Act which required



Building on Harbour Island: most foreigners buy properties offering luxury, not local charm Tom Webster/Impact

prior approval for the purchase, transfer or inheritance of property by non-Bahamians. The act was replaced by the International Persons Landholding Act. Prior government approval is now no longer required for non-Bahamians to buy residential properties of less than five acres. At the same time anyone spending over \$250,000 on a property is accorded what the government describes as "accelerated consideration" for annual or permanent residency status. That effectively helps many people - although not US citizens - to benefit from the absence of income and capital gains tax.

"There has been a tremendous amount of investment since the new government came in," says Ms Barbara Brooks, president of the Bahamian Real Estate Association and a sales agent for Nassau-based Grosvenor Property.

Ms Brooks considers that the centralisation of paperwork for sales at the Bahamas Investment Authority, a government agency, has proved especially beneficial for agents and buyers. "Before you had several departments to go to apply to. Now it's a one-stop shop where they check out everything," says Ms Brooks.

Agents also stress that the authorities have become more straightforward in their dealings. "More people are looking to come in partially because whatever happened before is not happening now. There is not the same under-the-table

mentality," says one.

As well as islands, properties located in luxury developments in the west of New Providence Island are attracting particular interest. Lyford Cay, the home to celebrities such as Sean Connery, the film star, is especially popular. Built in 1958, the Lyford complex contains a golf course, tennis courts, a canal network for yachts, and other facilities as well as some 300 homes. Security guards provide round the clock protection. Agents say that prices - which currently range from a \$800,000 for a three bedroom house on one of Lyford's side streets rise to as much as \$5.5m for houses on the waterfront - have doubled in the last five years. Those available tend to be at the more expensive end although according to Mr Damianos, who negotiated more than a dozen Lyford Cay sales last year, the market is now relatively difficult to find and have also risen in price by as much as 100 per cent over the past five years.

Ms Thompson's agency, the biggest on Abaco, which is one of the two most developed outer islands, made some two dozen sales to non-residents in 1995.

Bahamians have attempted to cash in by buying plots of land in areas seen as likely focuses for future development. Ms Thompson reports that the road south of Marsharbour on Abaco was to be developed sparked speculative interest in the Bahama Palm Shores area.

Some locals have also attempted to take advantage of the market by acting as property brokers. The trade is lucrative due to high commission levels - 6 per cent for developed properties and 10 per cent for undeveloped land. Buyers also face the prospect of paying 2½ per cent conveyancing fees to lawyers, while both buyers and sellers of properties must pay a 4 per cent stamp tax.

These opportunities, however, are likely to diminish as a result of legislation introduced last year to regulate the real estate trade, moves which appear partially designed to clamp down of the possibility that property development might be used as a channel to launder money earned in drug dealing. From June 1 this year all estate agents must be licensed.

A code of domestic listings of both equity and debt issues would give the fledgling exchange some initial economies of scale. Nine local shares, which have a total capitalisation of some \$400m, are currently traded on an over-the-counter basis and more local equity issues are on the cards as a result of the government's plans to privatise its telecommunications company and electric utilities.

The task force also recommended that the government change the way it funds itself in order to make its debt issues more tradeable. The authorities currently issue registered stocks following the passage of the budget each year and these come to the market on an "as needed" basis. Instead, suggested the task force, the government should issue stock at regular auctions. The bonds, it said, should be of varying maturities, ranging from three and five to perhaps 10 and 20 years, so that a yield curve could be established against which other local debt securities could be priced.

The new exchange would also provide a new focus for international business development, listing closed-end mutual funds, eurobonds and global depository receipts. Mr Larry Gibson, vice-president of

■ **The new capital market:** by Richard Lapper

A slice of NY's pie

Plans to create a securities exchange could create a market for Latin American GDRs

Proposals to develop a Bahamian securities exchange could pave the way for the development of a local capital market, modernising the domestic financial sector and significantly extending the range of the offshore centre. The regulatory framework for the new market is now in place, following the creation last year of a Securities Board to regulate both the capital markets and the mutual fund industry.

Earlier this year, a private sector task force recommended that a securities exchange be set up. This would list both local and international equities as well as a range of other capital market instruments.

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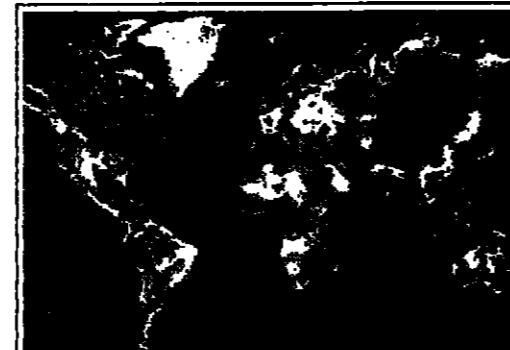
New York the Bahamas wants some of its depository receipt business

McDermott International Asset Management and chairman of the task force, says that the new market would grant a listing on request to any foreign company already listed on a recognised exchange. If a foreign company were seeking to delist from another, the listing in the Bahamas would also be automatically granted. "Reasons such as high costs, taxes and increasingly demanding and costly regulation in their home countries could encourage foreign companies to seek a listing in the Bahamas," he explains.

Bankers and government officials alike are particularly enthusiastic about potential interest from Latin America. Companies from Argentina, Brazil and Mexico, as well as from a number of smaller countries, have raised equity capital in the New York market through the issue of American depository receipts, paper that trades in lieu of underlying shares. However, ADRs - also known as American depository shares - are considered expensive by issuers, a factor that in a number of other markets (such as India and South Africa) has spurred interest in global depository receipts (GDRs) listed in either Luxembourg or London. Listing a GDR in the Bahamas could be an attractive alternative for Latin American countries, since it would allow them to be traded directly in the clearing and settlement system, thereby enabling investors to trade globally," says Mr Gibson.

All of this could have a significant impact on life for Bahamian domestic bankers. For example, the banks' traditional deposit base could be diverted to capital markets instruments offering higher returns. This would force banks to offer more competitive returns to depositors, leading to a compression in the spread between typical borrowing and lending rates, currently standing at more than 9 per cent.

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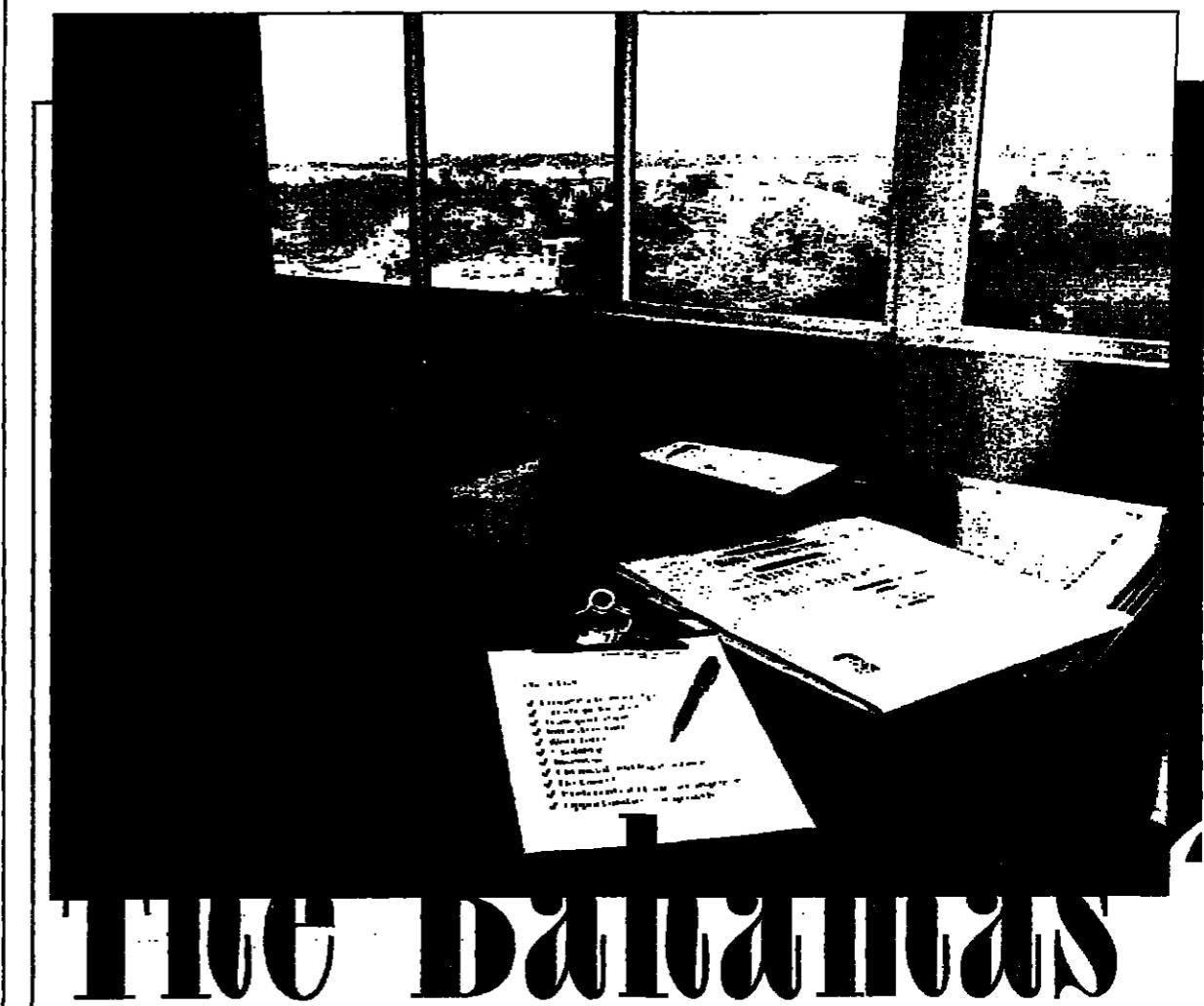
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When it opens for business later this month a new fast ferry linking Stranraer in Scotland with Larne in northern Ireland will fly Bahamian colours - the UK merchant navy's traditional red ensign with a miniature version of the Bahamas' squamarine, yellow and black national flag in one corner.

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Gross tonnage registered rose from 1m in 1983 to 24.7m by the end of 1994 and 25.6m by the end of last year. The Bahamas now ranks as the fifth on a list of offshore registries, led by Panama (with 70.1m gross tons) and also including Liberia (59.3m gross tons), Greece (29.5m gross tons) and Cyprus (24.3m gross tons).

The Bahamas has benefited from a general increase among shipowners in registering with offshore centres - so-called "flagging out". Tax advantages - such as those offered by the Bahamas, with its absence of corporation and capital gains tax - have been one factor favouring this

flag of convenience: a cruise liner leaving Nassau in the Bahamas, now a leading offshore registry

development, while the centres have also drawn up business by helping owners reduce bureaucracy and red tape.

In addition, offshore registration offers shipowners the opportunity to circumvent local labour laws, which place restrictions on the nationality and number of crew. Mr John Dempster, director of the Bahamas Maritime Authority, says the registry allows its shipowners greater freedom in relation to the nationality of officers than they would enjoy in some jurisdictions. However, Mr Dempster, who was formerly a deputy secretary at the UK department of transport with responsibility for the shipping industry, insists that the registry "sticks to safe

mainning levels".

"Open registers have a reputation for providing a safe haven for operators of sub-standard shipping", but the Bahamas intends to "provide a good efficient service for high quality shipping", he argues.

Other advantages include the country's stability and judicial system, which assume particular importance bearing in mind political instability in some centres, such as Liberia.

Several of the registry's inspectors have specialist expertise in relation to cruise ships. As well as Cunard Lines, some Holland America cruise vessels fly the Bahamian red ensign. The registry is also winning business from operators of roll-on/roll-off fer-

ries. P&O followed Scandinavian lines such as Sally and DFDS in registering vessels in the Bahamas.

Mr Dempster joined the register last year following a revamp of its operations around the world. The government shifted responsibility for the registry away from the department of Transport to the Bahamas Maritime Authority, a new public corporation, in order to improve management efficiency and administration of the service. The new body is accountable for its own revenues and supervised by a board of management, chaired by the governor of the Bank of the Bahamas. Some \$1m was invested and staffing increased.

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Politics and policy

■ Hubert Ingraham: by Stephen Fidler

Premier prepares for last election

The prime minister is confident he can defeat the opposition PLP to win one final term in office

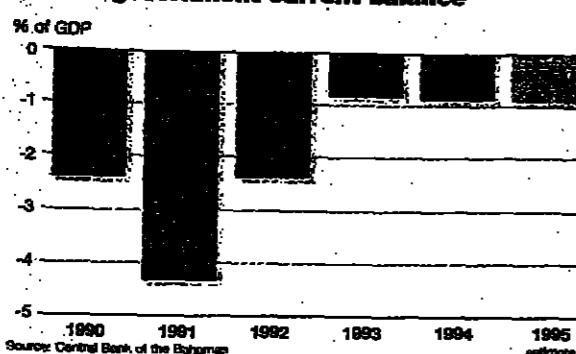
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A one-time ally of his predecessor in office, Sir Lynden Pindling, he abandoned his former party in protest at the corruption scandals that enveloped the government in the early 1980s. Mr Ingraham saw the impact of drug trafficking in his Abaco constituency all too clearly, but he adds: "What galled me most of all was the involvement of politicians."

Central government current balance



Source: Central Bank of the Bahamas

Standing as an independent in 1987, he retained his seat, and then moved into the then opposition Free National Movement, to be elected as its head in May 1990. The FNM won the election in 1992, breaking the PLP's 25-year monopoly on power, by 33 seats to 17 in the House of Assembly.

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of the two surviving parties are based largely on these historical antecedents.

Mr Ingraham's reputation contrasts strongly with that of his former mentor, Sir Lynden. While Pindling lived in progressively more lavish circumstances during his time as prime minister, the current prime minister is said to live quite modestly. His wife, Delores, mother of the prime minister's six children, continues to work as a teacher in one of the toughest schools in the capital.

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However, he adds: "While he does have the interests of the country at heart, he's allowed himself to be turned into looking after the moneyed interests."

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| Barbados | -405 | 80 | 21 | -349 | 27 | 5 |
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Source: Inter-American Development Bank. ^aMerchandise trade is total exports of goods minus imports of goods valued at f.o.b. prices. Current account is equal to trade plus current plus unrequited transfers. Capital account is the net result of capital inflows and outflows of the monetary and nonmonetary sectors. Reserves and related items include the changes in monetary gold, special drawing rights, reserve position in the IMF, foreign exchange and use of IMF credit. The table excludes errors and omissions. ^b According to conventional usage, a minus (-) means an increase. ^c Preliminary.

■ Foreign policy by Canute James

US dominant

Cultural and economic loyalties lie not with the Caribbean but with North America

Geopolitical convenience puts the Bahamas in the group of countries loosely referred to as the Caribbean. But while the country has much in common with its neighbours to the south, there are some aspects that set it apart. The Bahamas shares a common history and culture with its English-speaking neighbours, but is separated from them by more than its indifference to cricket.

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Although co-operation with the rest of the Caribbean is far from an alien concept - "now we are discovering that we should work with our neighbours in areas such as tourism," says Senator Wilchcombe - the cultural divide has widened in recent years. In the 1930s and the 1960s, for example, many Bahamians, like others from Commonwealth Caribbean countries, were educated in the UK, providing a meeting place for prospective leaders of the region. Current leaders of the region are among the last to be educated in the UK, with more now going to the US.

"Most Bahamians do not feel any affinity to the Caribbean islands, but more affinity to Florida," says Mr Bernard Nottage, deputy leader of the PLP. "Florida has 350,000 visits from Bahamians each year. The tastes of Bahamians are shaped by US television, and our habits, economy and culture are heavily influenced by our closeness to the US and by tourists who visit."

The Bahamas also faces some problems in its relations with its closest neighbours. The archipelago is attractive to refugees from Cuba and Haiti. There are an estimated 300 Cubans in the country and as many as 40,000 Haitians. All but a few of the latter are illegal immigrants, and the Bahamian and Haitian governments have concluded agreements about repatriation.

Notwithstanding problems further south, the strength of ties with a power the size of America makes some Bahamians feel uneasy.

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Politics and policy

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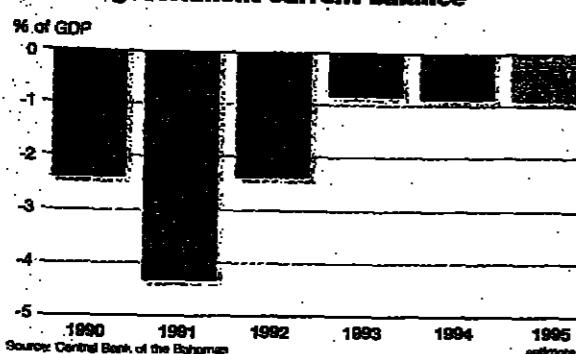
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Grand Bahama

■ **Developing Grand Bahama:** by Stephen Fidler

Island harbours commercial aims

Projects based around shipping could break the Bahamas' reliance on tourism

If the Bahamian economy is ever going to be based on activities other than tourism and financial services, Grand Bahama holds the key.

Barely populated sixty years ago, it has since been through several periods of furious development followed by subsequent busts. Now another boom is under way that has attracted several big multinational companies to the island, and which offers the hope of a more sustainable expansion.

The modern history of Grand Bahama began in the 1940s. The island attracted the attention of British entrepreneur Billy Butlin, whose tourist development on the island was to prove a costly failure. It also stirred the interest of a US financier, Wallace Groves, who had been jailed for two years in 1941 on fraud charges, and who subsequently bought large tracts of the island. Its sole export at that time were pine trees exported as pit props to Britain.

In 1955 Groves negotiated an agreement with the colonial government which ceded 235 square miles of land - about a third of the island - to his company, the Grand Bahama Port Authority (GBPA). It gave the company relief from taxes

and a quasi-governmental role, in planning, licensing private enterprise and providing infrastructure.

The agreements were amended in 1960 and 1966, and the current government extended the privileges, which for example excuse businesses from duties on imports until 2054 and residents from property taxes until 2015.

By the late 1960s, according to Mr Edward St George - who owns half of the port authority, with British businessman Sir Jack Hayward owning the other half: "The company was taking a wrong direction, and after Wallace Groves retired in 1970 the company was pretty much in the hands of professional managers."

In 1976, when "the company was in extreme difficulty" and running at a considerable loss, Mr St George and Sir Jack, whose father had been involved in the company, took over its management. They later acquired 100 per cent ownership through a complex series of transactions.

The company had another problem following independence in 1973. The government was taking a hostile view to Freeport, seeing it as a foreign enclave in Bahamian territory, says Mr St George.

Furthermore, the 1970s marked the end of a speculative property boom on the island. The company had been selling lots to many individuals whose main idea was to sell on their property at a profit,

without developing the land. Many of them cannot now be traced.

Mr Albert Miller, president of the GBPA, comments: "We have lot of owners that we can't find."

The programme of selling lots alone was discontinued, but the programme had a more positive legacy: infrastructure. The company used the cash from the sales to build roads, electricity distribution, sewerage and canals. Mr Erik Christensen, a Danish businessman building an \$85m marina

Grand Bahama lacks a full range of service companies

set on the island, estimates that the value of the infrastructure "in place, paid for and still unused" has a value of \$1.5bn.

Relations with the government did improve for a variety of reasons. A government commission of inquiry, reporting in 1984, found that Mr St George had provided a loan, at extremely generous terms, to Sir Lynden Pindling, the then prime minister.

Nevertheless some politicians continued to see Grand Bahama as competition to the main population centre of New Providence. Now, however, says Mr St George, that view has no resonance.

"Both sides of the political spectrum have realised that this isn't just a foreign-owned entity," he says. Ninety-five per cent of Grand Bahama residents are Bahamians, and Bahamians will benefit from the expansion in employment that current plans imply.

However, with Mr St George and his partner both in their seventies, the company has changed tack instead of trying to do everything itself. It has been bringing in partners to create joint ventures - gaining both finance and expertise - from its separate businesses.

Southern Company of Atlanta has taken a 50 per cent stake in the Freeport Power Company. Hutchison Whampoa, part of the big conglomerate controlled by Hong Kong entrepreneur Mr Li Ka-Shing, has taken half of the harbour company with an option to do the same with the nearby airport.

Bovis, a subsidiary of Britain's P&O, is seriously examining a stake in the Grand Bahama Development Authority, with which it shares interests in construction, ferries, cruise ships and tourism, and has already located a senior manager in Freeport to act as an adviser.

There is says Mr Keith Perry of Bovis, an unusual overlap between the two businesses.

Mr St George says the next

step will be to bring Bahamian shareholders for up to 25 per cent of each joint venture, through public share issues.

The process, which should start this year with the sale of 10 per cent of the power company, may also help to cement the idea, among politicians and in popular opinion, of Freeport's future as integral to that of the Bahamas.

The harbour is central to the development of the non-tourist sector. Hutchison's interest stems from changes in global shipping. The plan is that Freeport should become a transhipment container port capable of taking the giant container transporters of the latest generation - the so-called super post-Panamax ships. This

would then feed smaller north-south services going into the US and Latin America, whose international trade is growing rapidly.

The initial \$78.5m investment, due to be completed in the third quarter of this year, will develop a 45-acre container site and 1,800 feet of berthing. The harbour will be dredged to 47 feet, and to 51 feet alongside the container terminal. This should have annual capacity of 400,000 TEUs (twenty-foot equivalent units). A second \$45m phase is also being contemplated.

The beauty of this place, says Mr Michael Power, deputy chief executive, "is that it has enormous expansion potential." This contrasts with most more established ports around the world which are in crowded urban areas.

An unusual barter agreement has Martin Marietta of

is establishing an engineering plant there.

Other developments include the establishment of a new plant by Dart Container of the US, the privately-owned maker of polystyrene cups. There are hopes too of reviving the Venezuelan-owned refinery, which has been a storage and blending plant since the 1980s. Freeport's attraction to manufacturers is its tax-free status, and also the Bahamas' current duty-free access to the US and the European Union through the Caribbean Basin Initiative and the Lomé convention.

The cost of freight is also high. Because of the difference in the size of the ships used, it is cheaper to ship freight from Europe to Florida than from Florida to Grand Bahama, only 50 miles away. That should change, says Mr Power, once the container terminal is in full operation. Mr Cartwright sees it will be twice the rate he sees it.

The port is critical to the development of industry in the Bahamas. Apart from the Bacardi distillery and the local brewery on New Providence, the Bahamas' modest industry is based in Freeport. Associated with the need to service the giant cranes being constructed, Motherwell Bridge a Scottish engineering company,

is

on the mainland". And while he has no complaints about the quality of his workforce - there are 150 people on staff and 50 contractors on site maintaining equipment - there is a shortage of qualified Bahamian PhDs.

He says the island also lacks companies providing support services, for example to provide industrial gases and waste management services "to enable industries to focus on their core capabilities".

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However, operating from a small island base brings its difficulties. Mr Andre Cartwright of Pharmaceutical Fine Chemicals, which supplies high grade chemicals to the pharmaceutical industry, says one disadvantage is "the cost of power, which is about twice the rate

and disciplined work force."

Mr Keith Perry, president and chief executive officer of Bovis Bahamas Limited.

For Mr Erik Christensen, developer of the Ludayan Marina Village, a 125-condo-

minium development with extensive marina facilities, the business environment on Grand Bahama is as good as

could be expected. "This is a

perfect environment for an investor. All the infrastructure

is in place and has been paid for. It is well-managed and

clean and there is a very good

and disciplined work force."

Cruise ships moored at Port Lucaya in Grand Bahama

■ **Tourism in Grand Bahama:** by Canute James

Developers scramble to increase capacity

The island's proximity to the US coast has fuelled a boom in visitor numbers

The resurgence of tourism in the Bahamas has brought the island of Grand Bahama an embarrassment of riches. After years of what one investor described as "hibernation," Grand Bahama is now the focus of attention not only from traditional tourists, but

also investors seeking holiday homes.

Such has been the growth in tourism that the island needs more rooms, and fast. "We have 3,000 hotel rooms and we are full," says Mr James St George, deputy chairman of the Grand Bahama Development Corporation which is responsible for developing tourism. "We need many more hotel rooms."

The island is a few minutes by air and a few hours by boat from Florida. It boasts one of the world's largest privately

owned airports, and an expanding harbour for cruise ships. Just over \$57,000 stover tourists visited Grand Bahama last year, 11.8 per cent more than 1994. Nine out of every ten came from the US.

In addition to the 287,000 cruise visitors last year, increasing numbers are visiting on ferries from the southeastern US. These day trippers often extend their stay to one night in the island.

"We are talking to three major hotel groups which are interested in four-star and

five-star properties on Grand Bahama," says Mr St George.

"In addition to being closer to the US than other resort destinations, we offer a varied holiday package which includes diving, fishing, golf and yachting."

The infrastructure for the expansion of residential tourism was installed several years ago, but the response from investors was poorer than expected. "This period of uncertainty has ended," says Mr Hannes Babak, president of Oceanfront Developers Company which is constructing

condominiums on the island.

Residential and industrial construction development on Grand Bahama will be encouraged by a recent agreement between the Grand Bahama Port Authority, P&O and the latter's construction subsidiary, Bovis. The agreement includes a review of the development of Freeport, and a campaign to attract new investors in industrial and residential development to the island.

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■ The Family Islands: by Richard Lapper

Low stress, slow service

Residents are unwilling to compromise their lifestyles in pursuit of tourist dollars

"The Italian in room six wants to leave. He is complaining that there is a lizard in his room," shrieked the owner of a small hotel in Dunmore Town, Eleuthera, one of the most developed and arguably most beautiful of the Bahamian "Family Islands".

The Family Islands, which stretch round Grand Bahama and Providence Island, Bahama's main population centres, and extend 500 miles south-east towards Puerto Rico, are fiercely promoted by the Tourism Ministry as ideal destinations for ecotourism and as locations for second homes.

The stressed Dunmore Town hotel owner is one of a number of the more than 60,000 Family Islands residents who view with mixed feelings the potential impact of the ministry's publicity drive. The attractions of the islands, ritually extolled in the Tourism Ministry's brochures, are real enough. They boast turquoise-blue seas and "pink sand" - the three-mile beach at Harbour Island, off Eleuthera is coloured pink by tiny fragments of coral and conch shell. The islands enjoy a near perfect climate and host abundant wildlife.

Anguilla boasts flamingos and wild donkeys, Exuma has giant lizards, and Abaco wild parrots. Visitors can take snorkelling courses with the son of Jacques-Yves Cousteau, the famous undersea explorer, spot dolphins and even whales and catch bonefish, which are so incredible that even the environmentally-unaware throw them back into the sea alive.

Tropical fish appear to be everywhere. Even from the harbourside at Man-O-War Cay, off Abaco, for example, dozens of tangerine and sky-blue parrot fish, black and grey striped groupers and a four-foot-long sea turtle are clearly visible swimming through the clear water.

The islands have other features that will appeal to the environmentally-conscious. There are few cars. On many smaller islands residents and

tourists alike travel by electric golf cart. Crime - a problem in recent years in Nassau - is unknown and as a result of a largely successful US clampdown, both the cocaine and the marijuana trade, as well as drug addiction, have both declined markedly.

It is easy to sense though that these tiny communities may find it difficult to cope with a big influx of tourists. Partly this is because natural conditions have made it relatively easy to earn a living from fishing and agriculture, as well as from illicit activities.

Without apparently trying too hard the Bahamians have been at various times in its history one of the world's biggest producers of pineapples and sea sponges. In the nineteenth century residents of Hopetown in Abaco Island were doing such good business by salvaging ships wrecked off the island's reefs that they tried to sabotage the lighthouse construction.

Hoteliers and restaurant owners are stubbornly uncommercial in their approach. Some apparently run businesses for the convenience of their employees or themselves. At one hotel in Abaco, for example, a check-in time of four in the afternoon contrasts with a check-out time of ten in the morning, leaving staff a comfortable six hours to prepare rooms. Although the central islands of New Providence and Grand Bahama are devel-

oping a year-round approach to tourism, in the Family Islands the tourist trade is heavily seasonal, with some facilities closing altogether in the autumn. Prices are high and facilities poor by international standards.

Local businesses - ranging from hoteliers to estate agents - are curiously publicity-shy. A sign exhibited in a small drinks kiosk at North Eleuthera airport typifies the mood: "I don't want to hear nobody business!!! And I don't want no (sic) any one problem. Thank you!!!"

On Sundays restaurants and even some hotels close. Many islanders are evangelical Christians - with Pentecostal and Seventh Day Adventists, Plymouth Brethren, as well as Methodists and Baptists enjoying strong followings. The 2,000-strong mainly black community in Harbour Island boasts no fewer than eight churches, including one specially built for some 100 Haitian inhabitants. A few hundred white residents at Man-O-War Cay, originally settled by British Loyalists escaping the American war of independence, support three churches.

On Man-O-War, the conservative, teetotal local community has successfully deployed its traditional boatbuilding skills to maintain and repair the yachts and homes of US residents and other visitors. But its local board of works refuses to allow further development,

such as small hotels. Local restaurants do not serve alcohol.

All the islands are fiercely protective against outside criticism. A UK television travel documentary which attacked standards on Harbour Island provoked a storm in the local community. In Abaco a critical mention of the island by Mr Christopher Darden, prosecutor in the OJ Simpson trial, in his book about the legal action, has caused consternation among locals. Mr Darden was following up on reports that Simpson and some friends had moored their yacht off Man-O-War Cay.

For the moment a deluge of visitors is not on the cards, not least because of the deficiencies of the transport infrastructure. In the longer term, Mr Vincent Vanderpool-Wallace, director general at the ministry of tourism, is hopeful that private capital can be tempted to invest in a high-speed ferry service which would link each of the islands. At present, although it is possible to reach any of the islands by air from either Nassau or Miami, or in more leisurely fashion by mail boat, "island hopping" is not easy. Even though a number of smaller companies offer charter services, these are erratic and poorly advertised. Nassau travel agents as well as the staff at the tourist office seem to be oblivious of their existence. Stress levels are likely to be high for some time to come.

The company is building two cruise ships which will begin using the terminal and calling at Nassau in 1998, bringing 500,000 visitors per year - one third the number of cruise visitors to the Bahamas last year.

Disney Cruise Lines had

been searching for an island

destination for its cruise pas-

sengers, and will use its

Bahamian venture for offshore

tours to complement its

amusement park in Florida,

says Mr Arthur Romeo, presi-

dent of Disney Cruise Lines.

Foreign investment in

Bahamian tourism has been

growing since 1992, when the

new government decided to

take off indebted properties

taken over by the previous

administration.

"The government was forced

to take over hotels in the

1990s because foreign owners,

facing financial problems,

were pulling out of the busi-

ness," says Senator Oneil

Wilchcombe, chairman of the

Progressive Liberal Party

which formed the government

for 25 years until the 1992

election. "There was a need to

keep the properties open to

preserve jobs."

Government officials say the

first real signal of change in

the industry and the country

was the decision of Sun Inter-

national Hotels of South

Africa to invest \$100m in

improving and expanding the

Paradise Island resort and

casino which it bought from

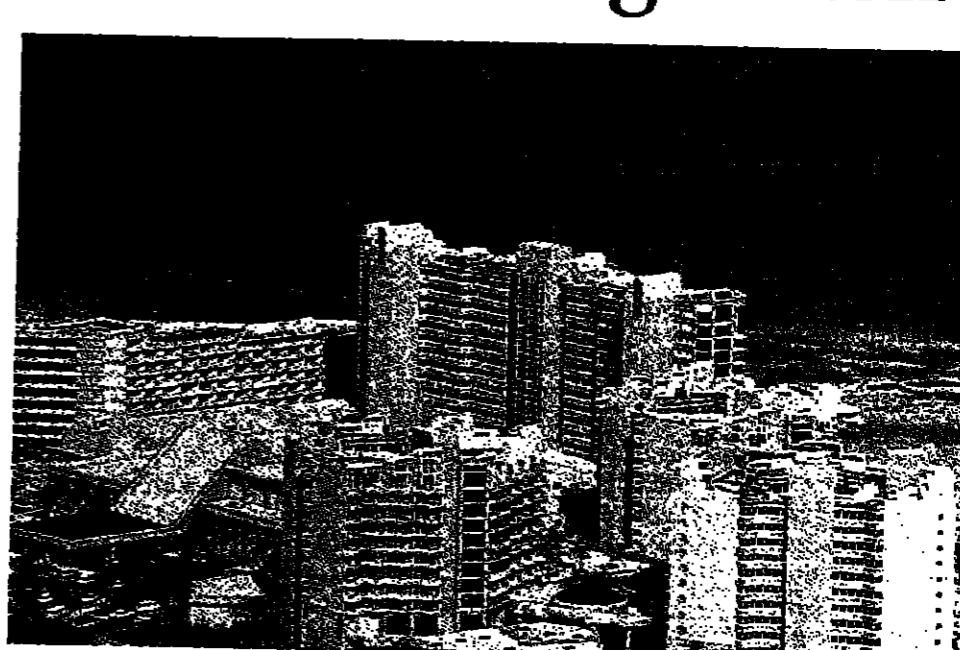
Resorts International of the

US. Sun International has

■ Tourism companies: by Canute James

Tax breaks lure foreign cash

Some politicians think the government has been over-generous with tax breaks



The Crystal Palace Resort and Casino at Cable Beach, a site of intensive development

since said it will invest \$225m more on Paradise Island to add 1,000 more rooms.

"Our decision to invest was guided by the proximity of the Bahamas to the US, and by the fact that the country had all the infrastructure in place," says Mr Butch Kerney of Sun International.

Foreign investment in Bahamian tourism has been growing since 1992, when the new government decided to take off indebted properties taken over by the previous administration.

"Sun International and other investors in tourism have been given a range of tax breaks. There is some controversy over the concessions and the real value of the resulting expansion."

"We have not given away too much in concessions. We had concluded that we could not attract investments if we did not give concessions," says Mr Hubert Ingraham, the prime minister. "Our largest hotels were either bankrupt or up for sale. Sun International's proposals offered an opportunity to transform Paradise Island. We took advantage of the opportunity."

Mr Bernard Notting, deputy leader of the PLP, said that while Sun International's investment was improving the country's tourism capacity and infrastructure, it represented a

"windfall" for the company, as the government had given concessions worth \$350m over 20 years and had got in return an investment of \$225m.

"The PLP claims Sun International got too much, but it is not true that the concessions it got are a burden on the Bahamian tax payer," says Mr Steven Gieserich, economic and commercial officer of the US embassy in Nassau. "It is a win-win deal. It had a snowballing effect and brought in

more investors to Bahamian tourism, already with very few linkages to the rest of the economy."

"All-inclusives in the Bahamas are different from those in other parts of the Caribbean," says Mr Vincent Vanderpool-Wallace, the director general of tourism. "The conventional belief is that visitors stay isolated in their hotels, but our experience is that people do leave properties to eat and to shop. However, I would not like to see tourism here become totally all-inclusive."

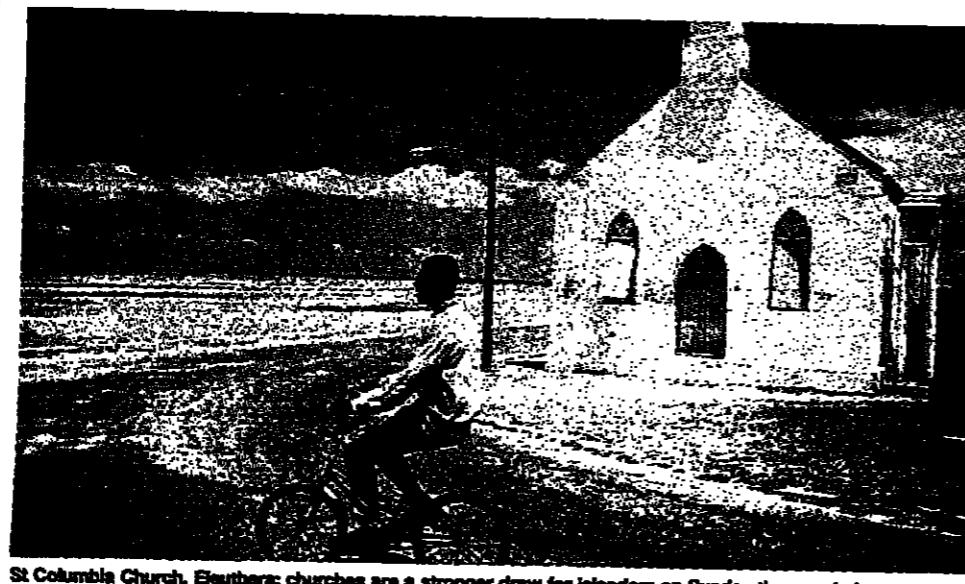
The opposition's criticism of the manner of the divestment of state-owned hotels - and the breaks given investors - are accompanied by charges that some properties are being "given away," and that fewer jobs than were promised have been created by the new ventures. The development on Paradise Island had promised 3,000 jobs, but only 340 of these are new, claims Senator Wilchcombe.

"There is in fact new employment," says Mr Vanderpool-Wallace. "With the uncertain state of the industry, many workers were working two days per week. Now they are back to six days, so there is increased employment. If we were to count heads it would seem that there has been no increase."

The number of new jobs created is the subject of heated debate

other significant investors such as John Issa and Gordon Stewart."

Mr Issa and Mr Stewart, Jamaican hoteliers who own two chains of all-inclusive hotels, have been spreading their operations to other parts of the Caribbean. Both bought hotels on the Cable Beach resort, spending \$56.5m to acquire and refurbish the properties. These new investments have raised questions about the value of all-inclusive



St. Columba Church, Eleuthera: churches are a stronger draw for islanders on Sunday than workplaces

Association of International Banks and Trust Companies in The Bahamas

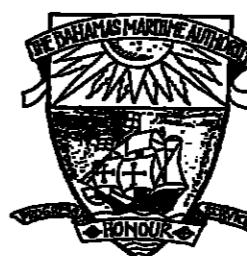
For decades the world's leading Bank and Trust institutions have depended on the Bahamas as a premiere offshore financial center. The Association of International Banks and Trust Companies in the Bahamas was created with two goals in mind: to keep the Bahamas on the forefront of the offshore industry and to lobby for infrastructural changes.

With the encouragement of The Central Bank of the Bahamas, our Association is comprised of over 100 members of internationally known financial institutions, that have united to continue to improve and maintain the Bahamas as a leading offshore center by:

- Maintaining banking integrity through a Code of Conduct under which our members will operate in the Bahamas.
- Communicating the views of the members to government and other interested parties when infrastructural changes are needed.
- Lobbying for competitive legislation as and when required.

For more information please write to: The Association of International Banks and Trust Companies in the Bahamas P.O. Box N-7880 Nassau, Bahamas Or call 809/394-6755

ABT



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- ❖ Staffed by experienced professionals.
- ❖ Commitment to the safety of ships and seafarers, the protection of the marine environment, and the needs of the maritime community.

The Bahamas has a strong maritime tradition and in recent years its open shipping register has proved increasingly popular with the international maritime community. The country's inherent political stability, social responsibility and total independence have offered an attractive combination of features for ship owners. The services which the shipping register offers sit well alongside the other financial and legal services which are based in Nassau. The Parliamentary and judicial system in the Bahamas is closely modelled on the Westminster model, and the shipping register is based on a framework of Merchant Shipping legislation. This legislation is continually updated, reflecting changes in international conventions, and other developments.

The Bahamas Maritime Authority is a statutory corporation which administers the Bahamas ship register. The Bahamas takes particular pride in the list of first class, reputable shipping companies which have chosen to adopt the Bahamas flag over the years. Tonnage of its fleet has increased from less than one million gross tons (grt) in 1983 to more than 25 grt today, constituting the fifth largest fleet in the world. Its fleet includes passenger liners and ferries, major oil and bulk carriers and submersible craft, in addition to a wide range of general shipping.

The mission of Bahamas Maritime Authority is based on its commitment to the ship owner; the safety of seafarers and ships; the marine environment; and service to the global maritime community.

Enquiries to:

The Bahamas Maritime Authority
Bahamas House, 10 Chesterfield Street, London W1X 8AH
Tel: +44 171 290 1500 Fax: +44 171 290 1540/1542

12 THE BAHAMAS

■ Business traveller's guide: by Canute James

Commerce in comfort

Good infrastructure makes the islands a convenient place for people to work – as well as play

Facilities for visitors are heavily in favour of people on holiday. However, growth in the offshore business sector and increasing interest in industry on Grand Bahama, has attracted an increasing number of business visitors to the Bahamas.

Telecommunications are adequate, although expensive. The cost of business conducted through overseas calls from hotels can be formidable. Despite this, links between the Bahamas and the rest of the world are excellent, with reliable international connections. There are also facilities for data packet switching.

A wide range of professional services is available for the longer-stay business visitor. Several of the better-known commercial banks are represented on the island, and there are many law firms, chartered accountants and auditors. Getting to the Bahamas from the US and Europe is easy.

The country has a total of five international airports, located on New Providence, Exuma, Eleuthera and Paradise Island. The main airlines serving the country are American, American Eagle, Air Canada, Air Jamaica, Bahamasair, Carnival, Delta and USAir.

Nassau is just over half an hour's flying from Miami, and travelling to Freeport takes less time still. Flying time from New York is three hours, and nine hours from London. Taxis are plentiful at the airports, and rates are set for all parts of any of the islands. Cars are available for rental from several agencies. Driving is on the left.

The Bahamas takes pride in its good safety record. Visitors can drive and walk freely all over the islands, but, just like anywhere else in the world, personal safety measures are advisable.

The Bahamian dollar is interchangeable with the US dollar. The Bahamas offers a wide variety of accommodation in most of the big islands. Some hotels offer convention

and meeting facilities. As a holiday resort, the Bahamas offers the business visitor many opportunities for relaxation after work. In addition to those in hotels, there are many good eating places. Golf courses, tennis courts and facilities for water sports – diving, para-sailing, skiing, yachting – are many.

Where to stay:

In Nassau:
Ocean Club, Paradise Island, PO Box N 4777, Tel: (809) 363 3000, Fax: (809) 363 2424.
Nassau Marriot Resort and Crystal Palace Casino, Cable Beach, PO Box N 8306, Tel: (809) 327 6200, Fax: (809) 327 5818.

Radiisson Grand Resort, Paradise Island, PO Box N 6307, Tel: (809) 363 3500, Fax: (809) 363 3900.

Pirate's Cove Holiday Inn, Paradise Island, PO Box SS 6214, Tel: (809) 363 2100, Fax: (809) 363 2206.

Porto Nassau Beach Hotel, Cable Beach, PO Box N 7756, Tel: (809) 327 7711, Fax: (809) 327 7615.

Comfort Suites Paradise Island, Paradise Island Drive, PO Box SS 6202, Tel: (809) 363 3680, Fax: (809) 363 2588.

In Freeport:
Clarion Atlantic Beach and Golf Resort, Royal Palm Way, PO Box F 40207, Tel: (809) 373 1444, Fax: (809) 373 7481.

The Bahamas Princess Resort and Casino, Mall at Sunrise, PO Box F 40207, Tel: (809) 352 6721, Fax: (809) 352 2542.

Xanadu Beach and Marina Resort, Sunken Treasure Drive, PO Box F 42438, Tel: (809) 352 6783, Fax: (809) 352 5799.

Where to eat:

In Nassau:
Cafe Martinique, Paradise Island, Tel: (809) 363 3000. Dinner only. Classic French Gourmet. Expensive.

Graycliff Restaurant, West Hill Street, Tel: (809) 322 2796. Lunch and dinner. International cuisine. Expensive.

Ristorante Vesuvio, Tel: (809) 325 0324. Dinner only. Classic Italian. Moderate to expensive.

East Villa Restaurant, East Bay Street, Tel: (809) 393 3377. Lunch and dinner. Chinese and continental. Moderate to



Nassau, just three hours flight time from New York

Inexpensive in terms of price.

Crown Room, Princess Casino, Tel: (809) 352 7811. Dinner only. International. Expensive.

Arawak Dining Room, Lucayan Golf and Country Club, Tel: (809) 373 1066.

Lunch and dinner. French/Bahamian gourmet. Moderate to expensive.

Pier 1 Restaurant, Freeport Harbour, Tel: (809) 352 6574. Lunch and dinner. Seafood. International. Moderate to expensive.

Useful addresses:

The Bahamas Investment Authority, (Mr Basil Albury, executive director), PO Box CB 10580, Nassau, NP, Tel: (809) 327 5970-4, Fax: (809) 327 5907.

The Bahamas Chamber of Commerce, (Ms Ruby Sweeting, executive director), PO Box N 665, Nassau, NP, Tel: (809) 322 2145, Fax: (809) 322 4649.

The Bahamas Maritime Authority, (Mr John Dempsey, director), 10 Chesterfield Street, London W1X 8AH, Tel: 44 171 493 5516, Fax: 44 171 493 0587.

The Bahamas Bar Association, (Mr Philip Davis, president), PO Box N 4632, Nassau, NP, Tel: (809) 326 3276, Fax: (809) 327 7360.

■ Tourism: by Canute James

Islands lure fewer visitors

New investment has yet to boost tourism, which is vital to the economy

There are two telling measures of the importance of tourism to the Bahamas. First, more than twelve times as many tourists as there are Bahamians visit the country each year. Second, more than a half of all working Bahamians are employed in tourism, which contributes half the country's gross domestic product.

The Bahamas has made the most of its location. It is just over half an hour by air from Miami, closer to its biggest market than competing destinations in the region. Four out of every five tourists are Bahamians.

A few years ago the country appeared to be losing out to its competitors. The Gulf War reduced foreign travel by Americans who were concerned about security. Changes in the values of leading currencies against the US dollar sometimes made a European holiday more competitive for North Americans. Competition came not only from other established resorts, but also from several states in the US offering what they hoped was seen as cheaper and safer destinations than the Caribbean.

The sector also suffered from domestic problems. Many big properties were state-owned and under-funded, resulting in deteriorating infrastructure and reduced room rates. The volume of repeat visitors was falling, and the Bahamas was losing market share to competing destinations.

Then the 1992 election brought a new administration to office that was committed to privatising state property. Several major hotels have since been bought by foreign investors.

"We have pulled back from the brink," says Mr William Allen, the finance minister. "We have substantially restored the tourism plant. The government is coming out of tourism. The industry is performing as well as we expected and will continue to be the driving force in the economy."

The administrators of the industry do not appear unduly worried by a six per cent fall in the number of tourists last year. They are encouraged by an improvement in the number of stopover visitors which grew by 5.4 per cent to reach 1.6m in 1995. This could not compensate for a 14.5 per cent decline in tourists arriving on cruise ships.

"Stopover tourists spent \$1.3bn last year, which is about \$850 per visitor," says Mr Vincent Vanderpool-Wallace, the director general of tourism. "This will increase as room rates are up 19 per cent on last year. We are trying to encourage cruise passengers to stay overnight in the Bahamas and to get off the ship. There is a \$15 tax on each passenger, but each spends an average of \$85." Hotel room revenues reached \$157.8m last year, up by 17.8 per cent, while the average room rate rose from \$72.26 to \$82.5 per night.

The improvement has coincided with new investments. Sun International Hotels of South Africa, which has invested \$100m in properties on Paradise Island, plans another \$250m project to add 1,000 rooms. Sandals and Breezes, two Jamaican chains of all-inclusive hotels, have bought properties from the state-owned hotel company and refurbished them. Several other properties have been sold to foreign owners. "For the first time in a long time properties are making money," says Mr Vanderpool-Wallace.

There is disagreement about the money spent on promoting tourism. The government made an error in reducing the tourism budget by half, complains Senator Obie Wilchcombe, chairman of the opposition Progressive Liberal Party which formed the government for 25 years until the 1992 election. " \$30m has been cut from the promotional budget. As a result we have lost market share to Barbados, Jamaica and Mexico."

The cut in the promotional budget has not adversely affected the industry, counters Mr Hubert Ingraham, the prime minister. "We are spending 50 per cent of what the PLP spent on promoting tourism and we have increased the volume of stopover visitors," he says.

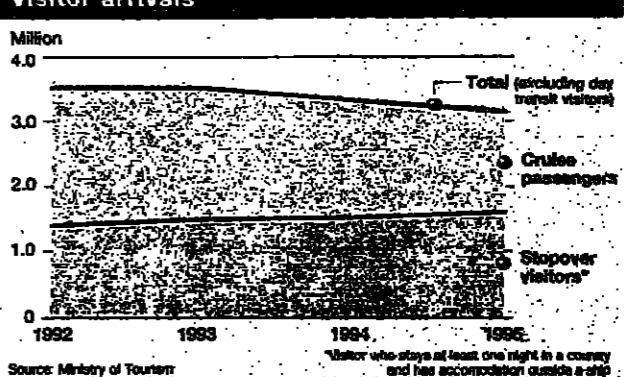
Despite tourism's importance to the Bahamas, there are few linkages to the economy. Very little of the food consumed by tourists is produced in the country. Eighty cents of each dollar earned by tourism is spent on imports for the sector, says Mr Ingraham. Retained earnings are much higher in some of the competing resorts in the Caribbean. The prime

built," explains Mr James Smith, governor of the central bank. "This led to the demise of the smaller hotels, and there was no appreciable growth in the number of visitors. Paradise Island may attract more visitors, but it could reduce the volume of business for resorts at Cable Beach."

Although Bahamian tourism will continue to depend heavily on the US market, new markets are being sought. Increasing numbers of Russians are holidaying in the islands, says Mr Vanderpool-Wallace, while there is a steady flow from other East European countries. More are also coming from Ireland and Latin America.

This wider market has helped to solve a problem which once troubled the Bahamas, and still affects other Caribbean resorts. The high season, traditionally the northern winter, often gave way to low occupancy in the summer. "Seasonality has disappeared and July and August are just as busy as January," says Mr Vanderpool-Wallace.

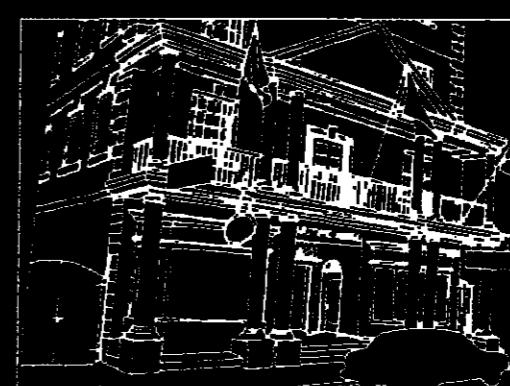
Visitor arrivals



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RECRUITMENT

JOBS: Companies are reviewing their assessment methods

Calling time on referees

Giving the names of referees with job applications is a routine requirement of recruiters across the employment sector. Does it continue to serve a purpose any more, given that references can be manipulated by those who have a vested interest in doing so?

Anyone who has ever provided a character reference knows how to list the positive attributes of an individual without including the negative side. The approach is employed by sales people the world over with differing degrees of subtlety.

Professor Patricia Leighton, head of the Employment Research and Development Centre at Anglia Polytechnic University, Cambridge, told the Institute of Personnel and Development (IPD) recruitment conference in London this week that references could no longer be relied upon by employers.

She said: "Many informed recruiters have real reservations about using references at all. They argue that they are a poor predictor of performance and prefer psychometric testing, practical work-based

tests and assessment centres." References, she said, had become ridged with subtexts and hidden agendas. "A referee may provide a glowing reference simply to get rid of an employee," she said.

In other cases, limited knowledge of the employee or fear of legal action could also make references unreliable. She added: "It's unlikely that an applicant would choose someone who would give them a bad reference in the first place."

Recent case law, however, has established that those who provide sloppy or dishonest references risk claims for damages because referees owe both the job candidate and the prospective employer a duty of care to ensure that any information contained in the reference is accurate.

Angela Baron, an IPD policy adviser, says she cautions personnel managers against giving any testimony, written or oral, which they cannot back up with factual evidence.

While there seems to be a body of opinion against the use of references, bolstered by those who believe psychometrics provide a more objective way of assessing job

candidates, it may be worth looking at counterarguments for their continued use.

In most cases, references are used as a form of assurance or comfort when the selection decision has been made. They may help to give a more rounded view of the individual and point to certain attributes or qualities that good managers may work upon.

However, it is probably already the case that they have a diminished role in selection. Whether that role should disappear entirely, and, on a broader front, whether subjective selection should give way to the objective approach, are questions that are likely to continue to divide academics and those who refuse to accept that human nature should be dissected and parcelled in boxes.

Country matters

Not everyone contemplating working abroad gives much thought to the cultural experience that awaits them. Some are patently uninterested. Does it matter? In a recent

survey undertaken by Amrop International, the headhunting firm, the most widely cited reason for the failure of an international posting was an individual's inability to adjust to a foreign culture.

Yet another survey, by Price Waterhouse, found that pre-assignment cultural briefings were routinely provided for expatriates in only 10 per cent of companies. But are briefings a good idea anyway for people who are not going to adapt?

Some people apply for a foreign job convinced, often quite rightly, that it is an essential or desirable step on their career ladder. They might think the move is expected of them or they might just like the sound of the place. Sometimes they find when they arrive that the job, the country and their environment is not what they expected. Their partners might dislike the place, their children might not settle, and very quickly they want to leave.

Some companies are now investigating programmes designed to detect the likelihood of assignment rejection before the posting is designated. Employment Conditions Abroad (ECA), a human resource

SALARIES, BONUSES AND CAR ALLOWANCES IN CITY OF LONDON FINANCE

| Position | Lower | Median | Upper | Average | Car provision | |
|------------------------|----------|---------|----------|---------|---------------|-----------|
| | quartile | salary | quartile | salary | % with | Car value |
| Corporate Finance Head | 105,000 | 112,250 | 150,000 | 125,208 | 50.7 | 100 |
| Capital Markets Head | 128,500 | 145,000 | 153,000 | 141,720 | 38.1 | 100 |
| Bond Sales Head | 90,000 | 99,750 | 120,000 | 104,083 | 47.8 | 100 |
| Fund Mgmt Director | 116,150 | 136,389 | 151,300 | 134,612 | 51.3 | 100 |
| Futures & Options Head | 78,755 | 100,000 | 107,500 | 94,502 | 118.0 | 100 |
| Eurobond Trading Head | 107,500 | 130,000 | 147,500 | 130,430 | 30.9 | 88 |
| Equity Trading Head | 86,000 | 100,000 | 143,750 | 112,100 | 84.2 | 80 |
| Private Banking Head | 81,250 | 97,735 | 110,000 | 96,329 | 32.4 | 83 |
| Head of Research | 70,833 | 115,000 | 135,000 | 105,333 | 46.3 | 86 |
| Financial Director | 69,200 | 81,530 | 92,000 | 85,365 | 31.8 | 100 |
| Chief FX Dealer | 70,000 | 92,250 | 115,000 | 93,172 | 25.8 | 94 |
| Legal Services Head | 59,334 | 70,000 | 80,000 | 72,694 | 20.9 | 94 |
| Personnel Director | 60,000 | 75,920 | 85,800 | 76,862 | 26.5 | 100 |
| Money Market Head | 57,500 | 68,137 | 78,000 | 68,900 | 26.4 | 100 |
| D-P Director | 55,000 | 68,000 | 74,000 | 66,927 | 20.2 | 100 |
| Credit Manager | 37,839 | 43,480 | 48,250 | 42,945 | 9.4 | 72 |
| Customer Services Head | 28,000 | 29,813 | 37,800 | 32,384 | 7.3 | 41 |

Source: Manne Partnership, The Mill House, Wardens Antic, Esher, CR1 1AZ. Tel: 01783 542222. Fax: 01783 541 826

• The package is available from ECA, tel 0171 851 5000, price £400.

• The table above includes a newly added position, that of the Futures and Options head, an area of increasing interest, according to Joe Clark of Day Associates, who compiled the information.

Salary increases among banks, he says, are running ahead of predictions, at 4.8 per cent. The full survey costs £270.

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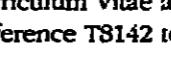
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Telephone: 0171-623-1266
Facsimile: 0171-626-5257
Compuserve: 100446,1511

F90206

b a n k i n g

LESOOTHO HIGHLANDS DEVELOPMENT AUTHORITY

CO-ORDINATOR, CONTRACTS ACCOUNTING AND CONTROL

Set in the heart of the beautiful Mountain Kingdom of Lesotho, a high-tech multi-billion dollar water project providing hydropower for Lesotho and water for the Republic of South Africa is underway. A joint venture by the Lesotho and South African Governments, the project is controlled in Lesotho through the Lesotho Highlands Development Authority (LHDA). The project is funded from many international sources and involves complex multi currency contracts on a large scale.

LHDA is seeking a highly qualified specialist on a two-year contractual basis to assist in protecting its financial interests in the contract development and negotiation stages as well as monitoring and controlling contracts in the post-award period including ensuring proper recording, reconciliation and reporting of contract transactions and the maintenance of effective contract computer systems.

The position, based in Maseru, calls for a commitment to work with and develop local staff for succession, a commitment to develop rapidly a knowledge of local taxation, and wide experience of contract administration and accounting, preferably in a multi-currency environment.

The preferred candidate will be a CA, CMA or equivalent, will be a dynamic team leader with an enlightened approach to staff training and development, and will lead by example through possessing the necessary communication, accounting and computer skills to support his or her specialist knowledge.

The excellent expatriate package includes housing, car and education allowances, relocation expenses and air fares.

Application incorporating a comprehensive CV should be sent in confidence to the Chief Executive, LHDA, PO Box 7332, Maseru 100, Lesotho by 5 July 1996.

(FAX 266 3100600)

Senior Banker

Leading International Bank

City

To £100,000 + Benefits

financing mandates as lead and sole arranger.

Of graduate calibre and aged at least early 30s, candidates are likely to have received a US commercial bank training or equivalent. Sound knowledge of a broad range of banking products, in particular syndications, will be combined with extensive international marketing experience. Candidates will be highly motivated, independent self-starters with well developed interpersonal and client relationship skills. They must be prepared to undertake regular travel.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 533J on both letter and envelope, and including details of current remuneration.

SEARCH & SELECTION
CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 3820
A GKR Group Company

INTERNATIONAL COMMODITIES TRADING

Head of Operations

Gibraltar

Commodities trading division of a dynamic international group with significant banking and investment operations. Principal traded products are crude oil, oil derivatives, sugar, tea & grain.

- Candidates will have at least 10 years experience gained with a major commodities group.
- Proven track record in instigating and coordinating trading activities across a range of geographical and physical markets.
- As a key member of the group's management team you will play a lead role in determining the future strategic direction of the company.

Please send full CV to Gary Bannister, Hudson Chase Europe, 91 Charlotte St, London, UK, W1P 1LR.
Tel: 44 171 255 1313. - Fax: 44 171 255 1316. - E-mail: HudChase@msn.com

HUDSON CHASE EUROPE
INTERNATIONAL EXECUTIVE SEARCH

Business Analyst

Uxbridge

Our client is the European subsidiary of a multi-billion turnover US multinational based in West London. It is sales driven, highly competitive and a leader in its field of technology. The company is committed to further growth in Europe and therefore requires a first class Business Analyst to ensure that appropriate financial and business analysis is available to senior management.

Reporting to the European VP of Operations, the successful candidate will have two to five years work experience in risk analysis, financial modelling, design and implementation of new systems.

Candidates will have an excellent academic record with a good degree in Economics and

Competitive Package

Ideally have had some involvement in logistics, distribution, or worked in a costing environment. Fluency in at least one or more European language would be an advantage. This is an ideal opportunity for candidates with a proven proactive approach combined with drive, to succeed in a fast changing organisation.

Please send your curriculum vitae with an explanation of how you meet these requirements quoting your current salary and reference SK735 to Suzanne Karoly, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

The United Kingdom arm of Ernst & Young is a member of Ernst & Young International

ERNST & YOUNG

Credit Officer

Major European Bank

City

This highly regarded, profitable European bank has an excellent reputation for stability, strength and quality of service. It has an expanding overseas branch network, including a well established office in London, which continues to develop actively in both corporate and treasury markets.

The role of Credit Officer provides both variety and challenge, as the bank offers a diverse, blue-chip client base the full range of corporate banking and treasury products, including structured and project finance. Reporting to the Head of Credit, the appointed candidate will work independently as part of an experienced team which adds value to the lending process by the high quality of its credit appraisal and documentation - enabling the bank to maximise earnings whilst avoiding unacceptable risk. The bank's Credit Officers are responsible in partnership with the Corporate Banking and Treasury teams for

Attractive Salary + Banking Benefits

achieving these goals. For the Credit Officers, this also entails working with Head Office specialist departments and external professionals.

Probably aged mid 20s to mid 30s, candidates should ideally have formal credit training and at least three years' relevant credit analysis experience, including exposure to structured and project finance. We would also be interested in hearing from lawyers or accountants with relevant financial services experience. Strong communication and negotiation skills are key. A structured, logical approach and a strong team orientation - complemented by initiative, enthusiasm and personal presence - will be necessary.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 535 on both letter and envelope, and including details of current remuneration.

GKRS

SEARCH & SELECTION
CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 2820
A GKR Group Company

INVESTMENT MANAGER
Japan
International Benefits
City

Sun Life Investment Manager is changing to meet the changes in the investment world. Our expansion programme is coupled with a progressive review of everything from risk analysis to personal career development plans. As part of this expansion we need to recruit an Investment Manager, Japan Desk.

Working for the Japanese team who manage funds of around £600 million, you will contribute directly to superior fund performance by generating accurate research and recommendations. With a true understanding of your assigned sector, and a keen instinct for maintaining company and top stock broking contacts, you're a vital contributor to the Japanese team.

Educated to Degree level, and ideally IIMR qualified, you have 3-5 years investment

management experience or a financial background gained in industry or commerce. With proven research and analytical skills, you have a positive influence on key decisions. Innovative, team orientated, and a natural communicator, you can assimilate complex information and create concise reports. A sound working knowledge of information systems and PC applications will also be needed.

With Sun Life, salary, bonus and benefits are extremely competitive - we know how to attract and keep the very best people. So if you're looking for a chance to prove your performance, long term please send detailed CV including current salary to Harriet Catling, Personnel Officer, Sun Life Investment Management Ltd, 107 Cheapside, London EC2V 6DU.

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CARING ABOUT YOUR FUTURE

Price Waterhouse

Senior Financial/Corporate Advisor

High level privatisation

Excellent expatriate package

Extensive restructuring of the Indonesian electricity power sector is aggressively underway to promote efficiency and private participation. In line with this effort, Indonesia's largest utility company is restructuring and is involved in the privatisation of several of its business activities.

As Advisor to the President Director, this strategic role is key to the successful restructuring process of the organisation. With a high level of responsibility you will review and improve the overall financial planning capabilities; advise on all the restructuring plans, forms and sequence of resource; manage mobilisation through private participation and co-ordinate third party restructuring activities.

High calibre candidates will possess the following capabilities:

- Successful track record in merchant or investment banking particularly for privatisation within the utilities industry

Indonesia based

- Significant financial advisory experience in: funding, public offering, use of equity and debt instruments
- Preferably conversant with the International - London, New York and Japan - capital and money markets
- Ideally with some experience in South East Asia
- Strong track record in project management
- Highly developed organisational and interpersonal skills

Appointment will be offered on contractual terms for initially 2 years, with opportunities for further extension. This high profile role offers an attractive expatriate package which will be commensurate with qualifications and experience.

Interested applicants should forward comprehensive resumes within 2 weeks, quoting MCS1634, to Mr. Kemal A. Stambol, PT Price Waterhouse Indonesia Konsultan, PO Box 2169 JKP 10001, Indonesia. Tel: 62-21-521 2941. Fax: 62-21-521 2930. Email:kemal_stambol@australia.notes.pw.com

PEREIRE TOD

L I M I T E D

FRENCH EQUITY SALES

London

Pereire Tod Limited is the United Kingdom based securities business of the Mirabaud group. The Mirabaud group is headed by Mirabaud et Cie, a private Geneva based bank established in 1819.

The company is looking to expand its highly successful French equity sales team by engaging people with substantial experience in institutional equity sales. The successful candidates will be self motivating with an established institutional clientele coupled with a proven track record. Fluency in French is a pre-requisite.

The remuneration package is completely performance related and highly competitive for the right candidates.

To apply, please write with your full C.V. to:

Marc Pereire, Pereire Tod Limited, 29 Curzon Street, London W1Y 8LH.

All applications will be treated in the strictest confidence.

Pereire Tod Limited is a Member of the London Stock Exchange and regulated by the Securities and Future Authority.

Bank of Ireland Securities Services is the largest provider of investment and custodial services in Dublin. Our clients are leading international financial institutions located worldwide. From our IFSC base we service client assets currently totalling in excess of US\$33 billion.

Our success to date is built on combining state-of-the-art technology with top-class people. Our business approach is dynamic, requiring energetic, innovative and flexible people who are service-driven and ambitious.

If you have a minimum of 2 years experience in the following areas of global custody/mutual funds administration:

- Dividends
- Corporate Actions
- Settlements
- Valuations
- Shareholder Servicing
- Fund Accounting

and would like to develop your career in a stimulating and rewarding environment, we would like to hear from you.

Please send your detailed curriculum vitae to:

**Rita E. Smyth, Personnel Manager,
Bank of Ireland Securities Services,
International Financial Services Centre,
1 Harbourmaster Place, Dublin 1, Ireland.**

E-Mail: Rita.Smyth@bols.ie

Telephone: 353 1 670 0300.

Fax: 353 1 670 1380.

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SBC Warburg

A DIVISION OF SWISS BANK CORPORATION

SBC Warburg is an integrated global player; a world leader in investment banking. We are looking for catalysts for change and deliverers of client focused solutions who will make a critical contribution to our continued success.

Our Global Client Service Group - in conjunction with the Sales, Marketing and Relationship Management teams - is actively promoting the product, operational and technological capability of the bank. The Group is not only winning new business and developing existing customer relationships, but is driving forward improvement of service delivery

[people, systems and processes] and is involved in the research and implementation of new products.

This is your opportunity to join a global team of professionals responsible for identifying and addressing client needs as well as the services currently provided. Your brief will also extend to maximizing efficiency whilst ensuring that clients receive a focused, integrated and seamless service across products and geographical locations.

To qualify, you will be a graduate of exceptional calibre who understands advanced concepts of client service and has a fierce commitment to results and delivery. Probably working either in a management consultancy or a sophisticated financial institution, you must

be able to demonstrate outstanding personal qualities - communication skills, credibility, intelligence and influence - and the ability to develop client business. As someone with an international outlook and a willingness to travel and work overseas, you will be seeking a fast moving environment, close proximity both to clients and the business, a steep learning curve and, above all, a truly global challenge.

Please write to Joe Thomas or Suzie Mummé, quoting reference 389, and enclosing a full Curriculum Vitae that includes contact telephone numbers, at BBM Selection, 76 Wellington Street, London EC4M 9BL. Tel: 0171-248 3653. Fax: 0171-248 2814. All applications will be treated in the strictest confidence.

DERIVATIVE PRODUCTS PROFESSIONALS.

LEADING BANK, SAUDI ARABIA

A leading Bank based in Saudi Arabia requires the following professionals:

SECTION HEAD

(Capital Markets and Derivatives Processing)

Responsibilities shall include monitoring the daily operations related to capital markets and related derivative products, controlling the deal tickets, supervising the processing of tickets, limit follow-up reporting, agreements and confirmations, accounting payments and securities settlements, updating of management information databases, monitoring the funding of the various positions, controlling execution of settlements by bank's correspondents and custodians, carrying out regular revaluation of the various positions and account for the corresponding results. This position also involves organizational issues pertaining to fixed income and treasury derivative products viz. definition of operational procedures, implementation of automated systems, monitoring custodian/treasury accounts, direct supervision of subordinates etc.

Applicants must have at least three years experience in capital markets/derivative products, back office accounting, exposure to PC and office automation systems, ability to interact with dealers and executives as well as subordinates. Applicants should be University Graduates in Business Administration/Chartered Accountancy or equivalent qualifications and possess excellent oral and written communication skills.

Please apply immediately to:

Post Box No. A5861, Financial Times, One Southwark Bridge, London, SE1 9HL.

THE CENTRAL BANK OF THE REPUBLIC OF TURKEY SEEKS FOR CONSULTANTS TO BE EMPLOYED AT THE HEAD OFFICE ON A CONTRACTUAL BASIS

1. REQUIRED QUALIFICATIONS

- a) University Degree of at least 4 years in economics, business administration, finance or banking. (Preferably MA or Ph.D. degree obtained abroad).
- b) Excellent command of English, French or German. (An additional language will be an asset).
- c) Not to be older than 35 years of age (For the male, applicants completion of military service is preferred) by the date of application.
- d) Turkish Nationality.
- e) To meet other qualifications stipulated in Article 2 of the Personnel Regulations of the Central Bank of the Republic of Turkey.

2. APPLICATION

Interested applicants are kindly requested to apply to the address below not later than June 28, 1996, with a comprehensive CV with the following documents enclosed:

- Diploma, (MA or Ph.D. Certificate).
- Identification Card.
- Two passport size, colored recent photographs.
- Certificate of Proficiency in a foreign language.

Following the evaluation of applications, eligible candidates will be informed of the place and date of the written test and the interview.

ADDRESS:
The Central Bank of the Republic of Turkey
Head Office, Personnel Department
Istiklal Caddesi No:10
06100 Ankara TURKEY

Tel: 90-312-311 87 35

90-312-310 93 39

Fax: 90-312-311 17 25

Price Waterhouse

Senior Financial/Corporate Advisor

High level privatisation

Excellent expatriate package

Extensive restructuring of the Indonesian electricity power sector is aggressively underway to promote efficiency and private participation. In line with this effort, Indonesia's largest utility company is restructuring and is involved in the privatisation of several of its business activities.

As Advisor to the President Director, this strategic role is key to the successful restructuring process of the organisation. With a high level of responsibility you will review and improve the overall financial planning capabilities; advise on all the restructuring plans, forms and sequence of resource; manage mobilisation through private participation and co-ordinate third party restructuring activities.

High calibre candidates will possess the following capabilities:

- Successful track record in merchant or investment banking particularly for privatisation within the utilities industry

Indonesia based

- Significant financial advisory experience in: funding, public offering, use of equity and debt instruments
- Preferably conversant with the International - London, New York and Japan - capital and money markets
- Ideally with some experience in South East Asia
- Strong track record in project management
- Highly developed organisational and interpersonal skills

Appointment will be offered on contractual terms for initially 2 years, with opportunities for further extension. This high profile role offers an attractive expatriate package which will be commensurate with qualifications and experience.

Interested applicants should forward comprehensive resumes within 2 weeks, quoting MCS1634, to Mr. Kemal A. Stambol, PT Price Waterhouse Indonesia Konsultan, PO Box 2169 JKP 10001, Indonesia. Tel: 62-21-521 2941. Fax: 62-21-521 2930. Email:kemal_stambol@australia.notes.pw.com

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- High-profile role, dealing with world-wide investors. Full assessment of capital-raising proposals, from initial presentation of investment opportunity to contractual documentation.
- Analyse and assess complex funding schemes.
- Assist with the development of future fund-raising strategies.

Please send full cv, stating salary, ref LG0605FT to NBS, 54 Jermyn Street, London SW1Y 6LX



QUALIFICATIONS

- Lawyer, accountant (5 years' PQE) or investment banker. Corporate finance experience essential.
- Excellent communication and presentation skills.
- Strong analytical skills and attention to detail. Ability to understand and work within intricate market structure and regulatory requirements.
- High energy, drive and commitment.

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GROUP ACCOUNTANT

West End

c. £30-35,000
+ benefits



Our client is a new global fund management organisation formed through the recent acquisition of a leading asset allocation firm by one of the world's largest investment managers. Its customer base incorporates institutional and mutual fund clients from more than fifteen countries, ably supported by subsidiaries in the US, UK, France, Luxembourg, Japan, Singapore and Turkey.

An opportunity has arisen to join this international group, reporting to the Group Financial Controller in what is seen as a key appointment in the Finance function.

THE ROLE

- Assisting in the development of the group reporting function.
- Management of overseas subsidiary accountants.
- Effective management of the Finance function to ensure it reacts quickly to changes in the business.
- Preparation and review of the management, financial and statutory accounts.
- Preparation of group budgets.

THE CANDIDATE

- Graduate recently qualified ACA (0-18 months PQE), not necessarily with an investment management background.
- Good academic background.
- Good communicator, able to liaise at all levels of management.

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BRITISH WATERWAYS

WATFORD

c. £70,000 + CAR + BENEFITS

- British Waterways manages some 2,000 miles of canals and river navigation. Along with the associated facilities, these support a thriving leisure and recreation industry, as well as being a unique element of our national heritage.
- A new Chief Executive has been appointed whose brief includes establishing a business strategy which will enable British Waterways to substantially reduce its dependency on Government grants.
- The Finance Director will be responsible for all finance and IT and will play a leading role in identifying and developing business opportunities, arranging funding, while aggressively raising the profile of management information.

- Aged 38-48, and of graduate calibre, candidates will be qualified accountants with a record of success at a senior level. Alternatively, a background in economics/project appraisal may be relevant, provided that it includes 'hands-on' financial management.
- Experience of arranging funding, joint ventures/partnerships and dealing with Government departments will be essential.
- This is a distinctly commercial role calling for a team player with well tuned negotiating skills, a business-minded approach and considerable weight of personality.

Please apply in writing quoting reference 1143 with full career and salary details to
Nigel Bates
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
<http://www.gbnet.co.uk/whitehead>

Whitehead SELECTION

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MANAGER, BUSINESS PLANNING AND ANALYSIS

HIGH PROFILE INTERNATIONAL ROLE

LONDON

TO £70,000

- One of the largest retail financial services groups in the world with extensive international operations in North America and Asia and a market leader in the UK.
- To satisfy senior management's requirements in controlling and reviewing the Group's performance, a new team has been created within the central finance function to support the Group Chief Executive and Group Finance Director.
- The Manager, Business Planning and Analysis will be responsible for analysis of the business and financial performance of the Group's North American Operations. This will require working directly with Group senior management both within the UK and North America. In addition, the individual will undertake a wide variety of projects that affect the Group as a whole.

- This demanding position calls for an exceptional individual with the ability to perform at the highest level and to progress further within the Group.
- Aged 38-32, candidates will have a professional qualification or MBA with experience in financial planning/analysis, ideally gained in a blue chip environment or as a manager within a professional accounting firm/strategic consultancy.
- The role calls for sharp intellect, flexibility of approach and excellent interpersonal and communication skills, coupled with the stature to operate at the most senior levels. Candidates must also demonstrate a high level of commercial acumen, drive and ambition.

Please apply in writing quoting reference 1069 with full career and salary details to
Phil Bambridge
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
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Price Waterhouse

EXECUTIVE SEARCH & SELECTION

Financial Controller

Your chance to grow beyond the role

c.£50,000 London

What Would You Say...

...to the prospect of joining a small, informal organisation that's handling some very big business dealing in the lifeblood of the world's banking community? An organisation that has come from nowhere three years ago to achieve a projected turnover in excess of \$150m in 1997.

Are You...

...looking for the right entry point to really make things happen in your career? Waiting for the opportunity to grow beyond the restraints imposed by your current role? Convinced that you would thrive as a key player in a multi-skilled environment, and excited by, rather than scared of, a steep learning curve?

We Need...

...someone who is capable of abounding much of the financial load currently borne by our CFO and taking over the financial management of a major sector of the business. Yours will be a broad remit, covering areas as diverse as group reporting, system and procedure development, tax strategy and management, involvement in major budgeting exercises as well as revamping MIS to meet the changing requirements brought about by our success.

You Could Be...

...a consultant or a manager looking to break out of the comfort zone; or someone who has already made the first step into a small, growing company and realised that

it was too small a step. Either way you must be able to back up your obvious passion for work with a desire to 'muck in' in an environment where you make your own coffee.

Around 30, a CA or finance MBA with above average tax knowledge and some international experience, you must have an eye for detail and a high degree of PC literacy. If this was rounded off with exposure to banking and perhaps treasury work...

Might We Have a Fit?

It is an extremely exciting time to join us: we are growing at a rapid rate and offer the opportunity for you to create your own role. For the individual able to meet our high expectations the salary provided will be very competitive.

The Next Step...

...is to write to our advising consultant David Hunter at the address below quoting reference L/1649. But only if you feel you have the appetite and initiative to take responsibility for the finances of an organisation that is experiencing explosive growth at the heart of the world's money markets.

Executive Search & Selection,
Price Waterhouse,
No. 1 London Bridge,
London SE1 9QL
Fax: 0171 403 5265
Internet: David_Hunter@Europe.notes.pw.com

DIRECTOR INTERNAL AUDIT

LONDON BASE
(World Wide Brief)

c. £50,000 Package
+ Attractive Benefits

SOTHEBY'S

Formed over 250 years ago, Sotheby's is today one of the world's largest and most respected firms of fine art auctioneers. Sotheby's operates from 100 offices in 45 countries which in 1995 generated sales in excess of \$1.6 billion. Recent high profile auctions included the largest house sale in history at Baden-Baden, and the record breaking sale of the Kennedy collection in the USA. The Sotheby's name indicates quality and tradition yet a planned programme of investment in technology and operational procedures has positioned the group favourably to capitalise on, and grow, in this competitive arena.

An integral feature of Sotheby's management structure has been the impact and influence that the Internal Audit function has with particular reference to strategy and long term planning within the group. With this in mind, the group is keen to identify an exceptional individual who will take full responsibility for assessing the risk of Sotheby's global business and provide an independent evaluation of the effectiveness of financial and operational controls.

Reporting to senior management based in the United States, you will develop and implement various long range plans that will contain appropriate vision and constructive suggestions designed to enhance operating efficiencies across the group. Daily contact will involve many disciplines including Business Managers, IT and the Legal function.

As a senior management role, the position requires the intellectual and perceptive attributes of a highly motivated graduate Chartered Accountant with audit managerial experience gained both from within the big four and a progressive industrial group. International and US CAAP exposure is also required.

Interested candidates should write to Mark Rowley at Herst Austin Rowley, 30 St. George Street, London W1R 9FA, enclosing a full Curriculum Vitae and quoting reference HAR826. Fax: 0171 405 7872. E-mail: har@globalnet.co.uk.

HERST AUSTIN ROWLEY

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VICE PRESIDENT FINANCE – EUROPE

High Technology Commercial Impact

Paris

c.900,000 FF
car, bonus,
options

Our client is a multinational, blue chip, North American corporation with an outstanding record of innovation and profits growth in the high technology sector. The \$900m+ turnover European region continues to expand at a rapid rate and internal progression has created the need to appoint a highly commercial finance professional.

The prime responsibility of the role will be to manage the European Finance Group in the provision of financial expertise and business support, and in particular to:

- Assess the viability of new ventures and play a leading role in contract negotiations
- Drive overall business planning and continually evolve organisational strategies to meet corporate goals
- Develop the European finance team through quality recruitment, training and succession management
- Make strong, ongoing commercial and strategic contributions to the long term, profitable growth of the business

Candidates will be qualified accountants or business graduates with at least 10 years' senior financial management expertise gained in a fast moving and marketing led, multinational environment. Previous experience in a North American corporation would be beneficial. A truly global perspective on business management and proactive, incisive leadership skills are prerequisites. Fluency in English is essential. French is desirable and any further European languages would be a distinct advantage.

Interested candidates should write with full CV, quoting current rewards package to Mark Hurley FCMA, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000. Fax: 0171 405 5995 quoting ref: HMH/5129/FT.

Hoggett Bowers

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THE PSD GROUP

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call: Robert Hunt on +44 0171 4095





COLGATE-PALMOLIVE COMPANY

OPPORTUNITIES FOR HIGH CALIBRE BUSINESS-ORIENTED ACCOUNTANTS AND SYSTEMS PROFESSIONALS BASED NEW YORK

Colgate-Palmolive is an \$8 billion USD global company with operations in more than 75 countries serving consumers in 206 countries and territories worldwide. As Colgate-Palmolive aggressively pursues its strategy of further growth and profitability as a leading global marketer of quality consumer products, the New York based Corporate Audit team needs the expertise of finance and systems professionals who want the opportunity to travel and develop an international career.

We would like to hear from business-oriented professionals who are capable of adding value to the business.

OPERATIONAL AND FINANCIAL AUDITORS

- Operational and financial subsidiary reviews
- Working with senior financial and operational management to improve business processes and control procedures
- Ad hoc special projects as determined by executive management

Candidates should have 3-6 years audit experience from one of the Big Six and/or International companies (manufacturing environment preferred) and be a qualified accountant (CPA/ACA). 50% international travel.

INFORMATION TECHNOLOGY AUDITORS

- Continuous control and optimization of procedures and information systems
- Business process improvement
- Operational project based assignments and special projects

Candidates should have 3-6 years information technology audit experience from one of the Big Six and/or international companies, be a Certified Information System auditor or equivalent. Experience with IBM AS400 and client-server technology including Windows NT and UNIX is desirable. Knowledge of SAP R/3 a plus. 50% international travel.

We are looking for individuals who are flexible, imaginative and possess strong analytical and interpersonal skills. Excellent oral and written communication skills are essential. Candidates will be fluent in English. Knowledge of other languages (specifically French, German, Spanish, Chinese) is desirable. These positions prepare high calibre finance and IT professionals for careers in operating roles in international locations.

Colgate-Palmolive offers competitive salaries and comprehensive benefits.

For further information please contact Jon Vonk at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP, Telephone (44) 171 379 3333; evenings and weekends (44) 171 720 1527; Fax (44) 171 915 8714; E-mail: jon.vonk@robertwalters.com

Colgate-Palmolive will be hosting an informal presentation in London, on Monday 1st July, to individuals who would like to find out more about the company. Numbers will be strictly limited. To reserve a place please contact Andrea Miniken at Robert Walters Associates.

ROBERT WALTERS ASSOCIATES



Millets

To £70,000 package
+ benefits + significant
equity opportunity

Finance Director

Millets is a sector-leading national retail chain of 165 shops which was acquired earlier this year from Sears by an M&A team comprising well-respected retail figures and supported by 3i. This profitable business, with a turnover in excess of £60 million, is now upgrading its focus and systems to take advantage of its strong market position in the outdoor wear market, which has huge growth potential. The new team now seeks an ambitious retail finance professional to help realise its strategy and float the business in the medium-term.

THE ROLE

- Reporting to the MD, responsible for providing authoritative financial control and management reporting throughout the business, focusing on upgrading people, systems and processes to support faster and more detailed decision making.
- Focusing on improving the timeliness and the quality of M&S and progressively preparing the business for flotation by building effective relationships with investors and financial intermediaries.
- Working with the board and investors, providing strategic input and contributing to improving all commercial aspects of the business

Leeds 0113 2307774
London 0171 493 1238
Manchester 0161 499 1700

Selector Europe
Spencer Stuart

Please reply with full details to:
Selector Europe, Ref. 16100066,
10 Castle Street, London W2 2ED

GROUP TREASURER

£570,000 + BENEFITS

Our client is a major quoted PLC with a leading position in its markets, which it is strengthening by means of a focused acquisition strategy.

A Group Treasurer is now sought to lead the group treasury function reporting to the Group Finance Director. Key responsibilities will be to review treasury policies, strategies and operational procedures to ensure they meet the evolving requirements of the business, to develop and manage relations with bankers and financial institutions to achieve efficient funding and cost-effective service, and to establish effective financial structures for business operations. The Group Treasurer leads a small professional treasury team, and will work closely with other executives throughout the group.

To meet these challenges you will be a graduate, with a professional qualification in treasury management, accounting or banking, and you will have extensive experience of corporate

treasury management in a major international organisation. You will have detailed knowledge of treasury policies and operational procedures, wide experience of negotiating and managing borrowing arrangements, and be fully conversant with the corporate finance requirements of an expanding business.

The position requires leadership skills, and the ability to work closely with head office and subsidiary executives to provide effective treasury services to meet objectives and strategies.

This key appointment will command an excellent salary, supplemented by a full benefits package, including eligibility for performance related bonus scheme.

Please write, in confidence, with full career and salary details to: Douglas Austin, MSL International Limited, 32 Aylbrook Street, London W1M 3JL. Please quote ref: ALC9526.

WEST LONDON

LONDON 0181 850 5500
BELFAST 0121 324 2000
BIRMINGHAM 0121 454 0000
BRISTOL 0117 923 1000
CLASGREN 0141 287 7000
LEEDS 0113 230 4557
MANCHESTER 0161 226 1772
NOTTINGHAM 0115 915 6540

KPMG

Financial Controller

Thames Valley

£45K+car+bonus

Our client is a wholly owned subsidiary of a leading global supplier of a comprehensive line of value-added products and services that meet the exploration, production, transmission and processing needs of oil and natural gas companies. Revenues for the parent company in 1995 exceeded \$5 billion. The subsidiary has revenues of \$400 million, with strong operating profits generated throughout the world. As a result of business growth, they now wish to recruit a Financial Controller to report to the Vice President of Finance.

You will have overall responsibility for the production of financial information from a network of overseas offices associated with pipeline coatings. Candidates must be of sufficient calibre to take on a strategic role at a higher level in due course. This position will suit an independent and adaptable individual, able to

function well in an entrepreneurial environment where initiative is rewarded.

Candidates, aged 30+, will be degree qualified with at least four years PQE and ideally have oil industry experience, along with experience of managing the accounting function in a multi currency environment. A comprehensive understanding of up to date financial information systems will be required. Strong presentation skills and the ability to discuss key issues with other disciplines are also very important. The above salary is an indication only and is negotiable depending on experience.

Please write with full career details, including salary, quoting reference B0606 to Tony Saw, KPMG Selection & Search, 1-2 Dorset Rise, Blackfriars, London EC4Y 8AE.

KPMG Selection & Search

Finance Director

Specialised Engineered Products

North West

£40,000 + Car + Bonus

Our client is an autonomously operating subsidiary of a fully-listed, ambitious plc. The company is profitable, viewed as an integral core business within the group and is thus currently experiencing a major capital investment programme aimed at doubling turnover.

Reporting to the Managing Director, the Finance Director has full responsibility for the financial management and control of the company. Key tasks will include:

- adding value to the organisation through financial acumen and commercial awareness;
- ensuring that both systems and procedures can cope with the projected growth in turnover;
- providing an input to the strategic development of the business across all disciplines;
- leading and developing the existing finance team.

Candidates must be qualified accountants and are likely to be aged 30 to 40. The role requires a team player with a 'hands on' management style. A strong technical background and IT literacy, together with a pragmatic approach to problem solving are important requirements. Experience of working in an engineering environment would be useful. Excellent interpersonal skills, energy and the ability to manage change are prerequisites.

This is an exciting opportunity for an ambitious financial manager to progress their career within an expanding company that has the full backing of a dynamic business.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 180B on both letter and envelope, and including details of current remuneration.

GKRS

SEARCH & SELECTION
1 WATERLOO STREET, BIRMINGHAM B2 5PG. TEL: 0121 633 4844
A GKR GROUP COMPANY

DIVISIONAL FINANCE DIRECTOR

Thames Valley

- Our client is a recently created European division, approaching \$200m turnover and part of a major worldwide \$multi billion engineering group. The group has a strong track record of acquisitive and profitable growth with strategic plans in place to more than double in size over the next four to five years.
- The division has business units in the UK, Germany, France and Austria, employs over 1000 people and operates in a tough, competitive market place manufacturing capital goods for service sector providers.
- Reporting to the Divisional President, you will have responsibility for all financial matters impacting the division with a particular emphasis on your ability to make commercial and operational contributions to performance improvement.

£65-70,000 + Bonus + Car

- The role will involve significant hands-on involvement with the operating companies requiring a considerable amount of travel in order to perform effectively.
- You will be forceful, determined, resilient and highly committed, with strong persuasive and influencing skills and used to a tough, demanding operating environment.
- You will be a qualified accountant, most likely a graduate, aged 32-38. Opportunities for future career development are outstanding for those who excel.

Please forward your details quoting ref. no. 2219/FT to Wayne Thomas, Wheale Thomas Hodgins plc, Executive Resourcing, 13 Berkeley Square, Clifton, Bristol BS8 1HG or fax your details on 0117 9272315.



WHEALE THOMAS HODGINS PLC

Management Accountant

Moscow

\$ Excellent Package

Our client is an international Consumer Products Company which has enjoyed dramatic growth since its move into Central and Eastern Europe, where it has become a market leader. The company is aiming to expand its business and now wants to recruit a highly motivated Management Accountant to join its finance team.

Your responsibilities will include consolidation of GAAP accounts, producing regular reports for both local and group management, analysing management reports with supporting commentary and explanation of variances. In addition, you will co-ordinate the Russian budget, provide financial analysis for decision making to local management, as well as analysing financial reports from company sales systems.

The role will also include working with Chief Accountants in each region, assisting them with the production of GAAP reports, as



Michael Page Eastern Europe
International Recruitment Consultants

FINANCIAL & COST MANAGEMENT CONSULTANCY

Delivering change for top multinationals

Leeds

THE COMPANY

- World-wide leader in the provision of Management Consultancy Services (MCS) *
- Multicultural Pan-European focus on delivering change for top "blue chip" multinational clients *
- Aim to be "the most trusted partner of senior client management in implementing change across all functions" *
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- The momentum of the business is attracting high calibre individuals *
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- Strong strategic focus on important industry markets.

Please reply in writing quoting ref. FT961035 to 27 York Place, Leeds LS1 2EY.

HITCHENOR MAHER

LEEDS AND MANCHESTER

£30,000 to £50,000, Car, Benefits

THE ROLE

- There is no such thing as a typical assignment * MCS concentrates on achieving results with household name clients *
- Strong emphasis upon sharing "best practice" across the globe and involves large scale change management and systems integration projects with focus upon implementation *
- Business Process Re-engineering, Activity Based Management, Activity Based Costing and Systems Integration assignments, designed to further improve the performance and profitability of prestigious companies *
- Extensive on-line information support for field consultants via lap top computers *
- Travel in UK and Europe.

THE QUALIFICATIONS

- High calibre graduate (2:1 or above) with ACCA/ACA qualification *
- Experience in process development and the re-engineering of activities in a "blue chip" environment preferable, although those with little experience but displaying potential will be considered *
- Agile mind *
- Stimulated by being judged on results in a non-hierarchical environment *
- Benchmarking, process analysis, transaction accounting and shared service experience advantageous *
- Thought leader and pragmatic pioneer, applying the latest thinking and "best practice" to everything you do.

Tel: (0113) 247 0170. Fax: (0113) 247 0191. Email: ft961035@hitch-maher.co.uk

European tax professional

financial markets experience

An opportunity for an ambitious young professional to take responsibility for the wide ranging tax issues of a fast growing diversified U.S. multinational.

U.S tax experience

The major emphasis will be to work with the rapidly expanding Financial Markets Group. This will offer a real chance for a motivated individual to make a significant contribution to its continued success.

excellent salary & bonus

Based at the European HQ, the incumbent will be required to travel to operating businesses throughout Western, Central and Eastern Europe.

Farn Williams Tax Desk specialise in international opportunities for mobile professionals
Email: farn@netbenefit.co.uk (Preferred CV format Word 6.0). Visit our Web Jobs at <http://www.farnwilliams.co.uk>

london

FARN WILLIAMS

Please send CV to Farn Williams, Diamond House, 37-38 Hatton Garden, London EC1N 8FW Tel: (44) 171 404 4089 Fax: (44) 171 404 4083

ACCOUNTING MANAGER

The United Nations Development Programme (UNDP) is seeking an outstanding accounting manager for its Headquarters office in New York.

UNDP is the United Nations' largest provider of grant funding for development, and the main body for coordinating UN development assistance.

Qualifications:

- An undergraduate degree in Accounting: a CPA or CA certificate from an internationally recognized Institute of Accountancy.
- A minimum of five years of relevant experience with a Big-4 accounting firm, including at least three years at a supervisory level.
- Experience with mainframe and PC-based accounting systems, systems development, user reporting, application and enhancement.
- Full written and verbal fluency in English is essential; a working knowledge of French or Spanish is desirable.

UNDP offers a competitive salary and benefits package, including six weeks paid vacation; plus rental subsidy and education grants, where applicable.

Please send your detailed curriculum vitae and salary history to: Chief Recruitment, UNDP One United Nations Plaza, New York, New York 10017 USA FAX: (212) 906-5282. Reference: Accounting Manager F (VA/2173/96). Applications must be received by 1 July 1996. Equally qualified women candidates will be given preference for this position. Acknowledgement will only be sent to applicants in whom UNDP has further interest.



UNDP
UNITED NATIONS DEVELOPMENT PROGRAMME

FINANCIAL OPERATIONS ACCOUNTANTS OIL & GAS

NORTH AFRICA (ROTATIONAL)

This company is a global corporation operating in all aspects of the energy business. It is involved in the exploration, production and marketing of crude oil, natural gas, natural gas liquids and the refining, marketing and transportation of petroleum products. It has a turnover in excess of \$17 billion.

The company is currently embarking on a project which encompasses the joint development and operation of a major oil field in North Africa. A substantial capital investment has been committed to drill additional wells and install facilities designed to enhance recovery of existing oil reserves.

As a direct result, a number of finance professionals are required to support the operation.

Responsibilities will be varied and challenging to include:

- establishing, developing and maintaining internal controls and procedures
- ensuring timely and meaningful production of effective management information
- ad hoc investigations and special assignments

Successful candidates will have a minimum of 5 years international experience of accounting for oil or gas production sharing contracts.

You must be able to work effectively in an unstructured environment with minimal direction and manage and influence change under pressure as a member of a newly established team. Excellent analytical and communication skills are required.

Experience of Oracle financial application software would be an advantage as would fluency in French, although language courses will be available for the successful candidates.

These positions are available on a rotational basis i.e. 28 days on, 28 days off. In addition to a highly competitive salary a substantial relocation premium is payable. Promotional prospects are truly exceptional with opportunities in the UK, USA or at other international operational sites in due course.

If you feel you have the necessary qualities, please write enclosing an up-to-date CV to Jackie Urmston at Robert Walters Associates, 25 Bedford Street, London WC2E 9EP. Tel: 0171 379 3333 Fax: 0171 915 8714. Internet: jackie.urmston@robertwalters.com

ROBERT WALTERS ASSOCIATES

£60,000 PACKAGE

Helicon
Financial Controller
Oxford
Attractive Salary + options

Helicon Publishing is one of the foremost independent publishers of reference material in print and electronic form in the UK. We have recently benefited from a substantial equity injection from a group of investors led by Microsoft Corporation.

A high calibre qualified accountant is required to work closely with the Finance Director in all aspects of control. The successful candidate is likely to be a graduate with up to two years post-qualification experience in a commercial environment.

Experience of the publishing industry would be an advantage: a 'skin-sleeves' approach to the accounting function of a fast growth SME is a pre-requisite.

Please send your CV with details of current salary to:

Edward Knighton
Helicon Publishing
42 Bythe Bridge Street
Oxford OX1 2EP

No agencies please

CHIEF ACCOUNTANT

Hays
THE BUSINESS SERVICES GROUP

South West
London

Hays Executive
STRATEGIC SEARCH & SELECTION

PROJECT/ MANAGEMENT ACCOUNTANT

North West

Prestigious UK food group seeks a high calibre recently qualified ACMA/ACA preferably with a blue-chip FMCG/manufacturing or distribution background for a non-routine project/management accounting role. Reporting to the Financial Director, covering various nationally based business units, you will support operational teams, involved in financial project work encompassing commercial and production issues. This will involve restructuring and development work, improving and standardising financial systems and reporting methods, budgetary control and financial performance analysis.

The right candidate will have strong interpersonal and analytical skills, financial and management accounting experience and ideally knowledge of standard/activity based costing. You must be highly mobile, preferably based in the North West or North Midlands.

This is a superb opportunity into this renowned Group, with early prospects for career progression.

To discuss this opportunity in total confidence, please contact Anita Allison on 0161-831 7127. Alternatively, send your CV to her at the address below.

FMS, Amethyst House
28 Spring Gardens, Manchester M2 1EA
Tel: 0161-831 7127 Fax: 0161-832 9123
Email: 100621.2024@compuserve.com
We have offices in London, Birmingham and Manchester



INVESTOR IN PEOPLE

THE PSD GROUP

SINGLE BUOY MOORINGS INC.

Excellent Package

Cost Accounting Manager

Single Buoy Moorings Inc, a world-leading company in the engineering, construction and operation of FPSOs/FSOs, owns and operates an increasing fleet of FP units. We currently have a key requirement for a Cost Accounting Manager (reporting to the Financial Controller) to direct and control all our projects/CAPEX.

THE ROLE

- Responsible for contract management, including financial and tax clauses.
- Responsible for the monthly order portfolio statements.
- Responsible for co-ordinating all project handover meetings, to ensure compliance with Internal Operating Procedures.
- Responsible for the creation of foreign bases, including monthly contractual and management information, to be incorporated in the consolidated project forecasts.

Please reply, enclosing full details (including salary level and photo) to:
The Head of Personnel, SBM, PO Box 198, 24 Avenue de Fontvieille, MC 98007 MONACO Cedex.



Monaco

Coopers & Lybrand Executive
Resourcing

Corporate Finance Global Mergers and Acquisitions

MIDLANDS

Coopers & Lybrand is one of the leading advisers on mergers and acquisitions in the UK and business is currently running at a high level. A substantial proportion of the work involves advising international corporate organisations who make use of the strong overseas network of the Coopers & Lybrand international organisation.

The Midlands mergers and acquisitions team is based in Birmingham and is now looking to build on its success and high profile by expanding the team at all levels from Deal Facilitators to Account Directors. Although Coopers & Lybrand itself is always a source of new recruits, there is a need to keep a balanced team and therefore new team members may have a background in investment banking, law, accountancy, marketing, manufacturing or financial services. What is more important is the requirement to develop a strong contact base, have first class communication, individual

motivation and analytical skills and the ability to be able to command respect in the boardrooms of leading listed and similar commercial organisations.

We will require you to have an excellent degree and successful experience in corporate finance or in your chosen sector. Additionally, new graduates will be considered. A high-profile, structured development plan is in place to ensure that your progress is as rapid as possible. Opportunities for rapid progression within our Corporate Finance function are excellent.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliot, Coopers & Lybrand Executive Resourcing Limited, Temple Court, 35 Bull Street, Birmingham B4 6JT quoting reference JE314 on both envelope and letter.

EXCELLENT PACKAGE

EXCELLENT PACKAGE

PRESTIGIOUS YORKSHIRE PLC

Harrogate

- Two outstanding career opportunities to join the corporate headquarters of this highly successful £700 million turnover plc ■ Significant turnover and profit growth achieved in recent years ■ Mission statement to continue to grow both organically and through strategic acquisition
- National focus with multi-branded product range ■ Particular commitment to high quality service.

GROUP AUDIT MANAGER

to £40,000, PRP, 2 Cars, Benefits

THE ROLE

- Newly created position to establish operational audit function ■ Report to Group Finance Director and challenge the business processes ■ Develop common procedures to ensure adherence to Group reporting requirements ■ Liaise with external advisors and develop 'partnering approach' ■ Open brief, with board approval, to interrogate and make recommendations ■ Report writing, value for money approach.

THE QUALIFICATIONS

- ACA, currently Manager or Senior Manager in the 'big six', or preferably Operational Auditor in major group or Plc ■ Commercially orientated and relentless in striving for achievement ■ Diplomatic but assertive ■ Technically capable and determined to progress.

Ref: FT9610806

These appointments are being handled exclusively by Hitchens Maher, please reply in writing quoting appropriate reference

CONTROLLER

c£40,000, PRP, 2 Cars, Benefits

THE ROLE

- Responsible for preparing financial and management accounting information for the Group ■ Report to Group Finance Director ■ Chief technical advisor to the board ■ Liaise with line management on operational issues ■ Annual budgets and forecasts ■ Control of treasury function ■ Monthly consolidation and improvement of financial controls ■ Acquisition and disposal review and appraisal ■ Liaise with external advisors ■ Use and development of information systems.

THE QUALIFICATIONS

- ACA, preferably Senior Manager in 'big six' or group role in industry ■ Strong character, charismatic with high level of technical competence ■ Capable of working under pressure ■ Ambitious, resilient with sense of humour. Ref: FT9610906

HITCHENOR MAHER

LEEDS AND MANCHESTER



WHITBREAD

RECENTLY QUALIFIED ACA

C £30,000 + CAR

BASED C. LONDON

Whitbread has an outstanding record of financial performance within the food, drinks and leisure sector. They have some of the UK's leading brands and last year acquired the UK Marion hotels and the David Lloyd leisure centres. The group is committed to continued expansion and is currently investing heavily in the sector.

A position is now available within the small high profile head office financial accounting team. The team is responsible for the provision of routine and ad hoc financial information in support of the Finance Director.

The role will involve extensive liaison with other Head Office functions and operating units. Tasks will include assisting with the planning and production of the consolidated group statutory

To apply please send a full CV with a covering letter and current salary to:
Andrew Fisher, Parkwell Management Consultants Ltd, 3 Catherine Place, Westminster SW1E 6DX
Tel: 0171 233 5207 Fax: 0171 233 5205 Email: 100752.3606@COMPUSERVE.COM

PARKWELL

Manufacturing

Manchester

c.£40,000
plus car

UK FINANCIAL CONTROLLER

Our client is a sixth generation family business and an international market leader in the manufacture of ropes and industrial webbings, with factories in the UK and North America.

Integral to the company's plans for significant growth is the appointment of a Financial Controller, who will report directly to the General Managers of the UK Operating Divisions and through them to the Group Board. Responsibilities will include:

- Preparation of management reports and accounts
- Initiating further systems development in line with IT strategy
- Participation in the strategic planning process
- Cash management and control

Candidates probably aged 35-40, will be qualified Accountants, with several years' experience in manufacturing. Strong technical accounting and IT skills are a prerequisite, as is an ability to adopt a broad commercial view. Key personal qualities will include the highest standards of integrity, excellent communication skills and the ability to adopt a "hands-on" approach.

Interested candidates should write with full CV, quoting current rewards package to
Mark Caribbean ACA, Hoggett Bowers, Amethyst House, Spring Gardens, Manchester M2 1EA, Tel: 0161 832 0445, Fax: 0161 832 0089 quoting ref: MMC/3652/FT.



Hoggett Bowers

EXECUTIVE SEARCH & SELECTION

THE PSD GROUP

Finance Director

Cambridge

This is an opportunity for a qualified accountant, familiar with the City, to make a difference in a growing company and to drive the company through to a planned flotation in 1997. VC backed, the organisation licenses major technological advances to multinational manufacturers in the office equipment market.

The successful candidate, currently employed in corporate finance or in a fast moving industry role, will be qualified with a minimum of 5 years' post qualification experience, have excellent presentation skills and have previous experience of both capital raising and international negotiations. He or she must, of course, be able to take full responsibility for the finance, administration and company secretarial duties and may have experience of licence negotiation/legal contracts.

The ability to operate simultaneously in a formal board level role with City exposure as well as in an informal, hands-on growing company team is essential.

Please send CV and full salary details to
Chris Robinson. Closing date for
applications 17th June 1996.



Phoenix Search & Selection, Milton Hall,
Milton, Cambridge, CB4 6AB
Tel: 01223-441661 Fax: 01223-440851

IT Senior Appointments



General Motors International Operations



Manager Data Infrastructure Competitive Salary + Lease Car + Benefits

General Motors International Operations is a major business sector of General Motors, the world's largest company and includes operations in over 40 countries.

We are seeking a high calibre individual to work within the Information Management function reporting directly to the Director of Technology Services and Deployment.

Based in either Antwerp, Frankfurt or Luton, the successful candidates will spend approximately 40% of their time at other international facilities.

The Key Job Responsibilities will be:-

- Develop international data management strategy.
- Implement a consistent data environment to meet business requirements.
- Liaise with GMIO business units to ensure a consistent approach to data management.
- Liaise with application development and quality assurance functions on data infrastructure related issues.
- Ensure conformance to data standards.

The Key Job Qualifications are:-

- A minimum of 5 years Data Management experience, preferably in a multi national organisation.
- Experience in Manufacturing Industry (Automotive preferred).
- Detailed knowledge of data analysis, database design techniques and database technologies.
- The successful candidate should also have strong communication skills and management experience.
- Good team player with experience in a multi-cultural organisation.
- Ability to work at all levels within the organisation.

Reply in strict confidence quoting reference MDI with CV and relevant experience by 30th June 1996 to:-

John Culley, Manager Finance Administration, Vauxhall Motors Limited, Griffin House, Osbourne Road, Luton, LU1 3YT, United Kingdom.

STRATEGY CONSULTANTS - IT

THE BOSTON CONSULTING GROUP

LONDON

EXCELLENT PACKAGE + PROSPECTS

- The Boston Consulting Group (BCG) is the leading international consulting firm focused on developing and implementing strategic change. Operating out of 36 offices around the globe, BCG serves many of the world's leading companies.
- BCG has a continuing and growing need to integrate strategic level IT consultancy into many of its client services across all business sectors including financial services.
- BCG wishes to expand its consulting team by recruiting a number of exceptional IT professionals from either line or consulting disciplines, with proven ability to link business and IT strategy.

- Young and energetic, probably in your mid 20's to early 30's, with an excellent academic background possibly supplemented by an MBA. Outstanding track record within a complex and commercially focused IT environment necessary.
- Hands-on experience of managing large-scale IT development/service delivery highly advantageous. Professional consultative style required, able to present at Board level.
- The successful candidates will receive significant training to broaden their skills as strategic consultants, on BCG's main consulting career path to Partnership.

Please apply in writing quoting reference 1146 with full career history details to:
Alan Morris
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
<http://www.gbase.co.uk/whitehead>



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Will Thomas +44 171 873 3779
Clare Bellwood +44 171 873 3351

IT City Appointments

BANKING/FINANCIAL

DERIVATIVES

Top class developers with solid C++/SYBASE experience are required to join this leading European Banking Group. Working closely with derivatives traders, you will be charged with the life cycle development of critical systems based on Client-Server and OO technology. Previous front-office experience coupled with a strong academic background is essential. Superb prospects.

VISUAL BASIC/EXCEL

Leading International Investment Bank seeks developers with at least 12 months' EXCEL or VISUAL BASIC and SQL programming experience. Working closely with the research analysts, you should have a numerical degree which will enable you to analyse statistics and build models using complex macro programming techniques. These are highly challenging positions for ambitious candidates seeking their first career move.

FIXED INCOME

PROJECT MANAGER sought by premier Global Investment Bank. This is an extremely influential role which will encompass team management, planning, staff development and systems implementation. A strong Investment banking background including Bonds and/or Fixed Income experience is mandatory, as is a good understanding of Client-Server technology. A career move for a high flyer with a 1st or 2:1 degree.

ARC are preferred suppliers to the top financial institutions. This is a selection of current opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Isobel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV to us at: ARC International, Recruitment & Consultancy Services, 15-16 New Burlington St, London W1X 1FF. E-mail arc@itjobs.co.uk Internet <http://www.itjobs.co.uk>



Tel: 0171-287 2525

Fax: 0171-287 9688

This is a unique opportunity for exceptional M&A specialists to join the dominant global M&A advisor dedicated solely to the Information Technology industry worldwide.

Our client specialises in providing advice to companies spanning all sectors of the industry including computer hardware, software and services, telecommunications, electronic entertainment, content and the multi-media markets.

Successful candidates will be based in the London office of this international firm, serving its European client-base that ranges from international corporations to emerging entrepreneurial companies.

Opportunities exist at the following levels:

Associates, ideally aged 26-30, will have at least two years experience in M&A/Corporate Finance from a leading investment bank (ideally US bank trained), strategy consultancy or venture capital organisation focusing on IT. An MBA from a leading school and a second European language are also highly desirable.

Analysts, ideally aged 23-26, will have graduated from a leading European or North American university and have at least one year's work experience within M&A/Corporate Finance, strategy consultancy, IT venture capital or the IT industry itself. A second European language is highly desirable.

To be considered, candidates must maintain a strong interest in the IT industry and be committed to providing a quality of service that ensures our client remains the leading player in its market place.

IT/Telecoms Media

M&A Specialists

Global House
London

Associates & Analysts

Please contact Zoë Ide or Jeremy Cooper on 0171-533 0073 (day) or 0171-242 239 (evenings & weekends) or write to us at 16-18 New Bridge Street, London EC4V 6AU. Fax 0171-353 3908

BADENOCH & CLARK
recruitment specialists



banking

'C', UNIX-EQUITY DERIVATIVES

City To £45,000 + Bonus + BBS

Working as part of the Equity Derivatives research team, you will be involved in all aspects of quantitative research utilising the technical skills acquired from a systems development background. Candidates will be ideally educated to PhD level in a mathematically biased discipline and possess in-depth 'C/UNIX' experience. Specific product knowledge is particularly beneficial.

C/C++, NT-DEBT DERIVATIVES

City To £55,000 Bonus + BBS

One of the top research groups within the City has an opening for a highly numerate developer to work on the development of Analytics and Risk Management Systems. Besides excellent skills in C or C++ on Windows (NT) you will need to demonstrate exceptional problem solving ability coupled with both creativity and enthusiasm.

C++, UNIX-EXOTIC OPTIONS

City To £60,000 + Bonus + BBS

An exceptional C++ developer is sought to work on the development of a new Analytics system for a leading Exotic Options group. They are only interested in the best C++ developers who can also display a high level of business aptitude. A mathematical background and experience of derivative products would be most beneficial.

For more information on these and other opportunities currently available please contact
Optima Connections Limited No 14 Barts Street, London EC1V 9DX
Tel: 0171 608 0990 (24hr answering service) Fax: 0171 618 1205
E-mail: optima.connections@dial.pipex.com

SYSTEMS DEVELOPERS

City £25-70,000 + Bonus + BBS

One of the City's most technically innovative investment banks, has outstanding opportunities for systems developers. You will be working with the business in a global development environment based on UNIX and NT, optimising your knowledge of C/C++ and UNIX/NT to systems admin level. A first class degree is prerequisite, and Comms experience would be useful.

FIXED INCOME-C++, OLE

City £50,000 + Bonus + BBS

The Fixed Income group of this leading proprietary trading house currently require a solid OLE specialist with a thorough understanding of BONDS and IR DERIVATIVES trading. You will have a track record of developing similar trading systems using VC++ under NT, OLE/OCX or CORBA, and CLASS LIBRARIES.

OO-PRICE MODELLING

City £30,000 + Bonus + BBS

The Risk Arbitrage group of this leading Securities House requires an exceptional candidate with a solid understanding of financial analytic models and their integration with all instruments. You will combine sound C++ and OO/A/D expertise, with experience of BOND YIELD, OAS and YIELD CURVE models, SWAPS/OPTIONS PRICING and IR DERIVATIVES.

Banking Sector SENIOR RISK SPECIALISTS

Based in London with international remit

Established for more than thirty years we are one of Europe's leading providers of management and business information consultancy and services. We have forged a reputation for excellence in all our activities - particularly in the increasingly critical area of financial sector risk monitoring and management. Already a market leader in the UK and Europe accompanied by an expanding global presence, our Finance Division are determined to provide the best service to our existing and future customers with an expanding range of risk consultancy and services in the wholesale and investment banking sectors. We are therefore committed to attracting the services of outstanding financial sector risk specialists to develop our consultancy business and work closely with our market-leading software products:

MANAGING CONSULTANT

£60-70,000 + BENEFITS

The role is...

- to contribute strongly to the development of business strategy for the risk practice
- to design, develop and manage a broad range of engagement programmes
- to personally undertake and manage client engagements at the highest level
- to guide and support clients in their preparation for risk and regulatory compliance including capital adequacy (CAD)

You will...

- have extensive (5+ years) related banking experience, with in-depth exposure to treasury and capital markets instruments including derivatives
- be able to demonstrate experience of formulating and driving risk strategies
- possess exceptional presentation and communication skills
- offer proven multiple engagement management capabilities
- work closely with a strong theoretical group of risk systems with a pragmatic approach to their implementation
- have gained a good degree or relevant professional qualification
- have demonstrable management consultancy ability and business development within existing clients

SENIOR CONSULTANT

£50-60,000 + BENEFITS

The role is...

- to work with users to define specific risk management principles and procedures
- to provide in-depth consultancy on the principles and practice of risk systems implementation
- to offer tailored and effective risk systems consultancy services
- to provide general and specific guidance on the selection of risk software
- to work closely with the management team to help define products and consultancy services strategy

You will...

- have considerable (3-5 years) related banking experience, with in-depth exposure to treasury and capital markets instruments including derivatives
- offer a background of successful risk systems implementation
- demonstrate a thorough understanding of why and how different financial instruments are traded
- be comfortable with liaison at all levels of management and across a wide spectrum of disciplines (risk, finance, operations and IT)
- show proven success in multiple consultancy assignments
- have gained a good degree or relevant professional qualification

Ref: RGPT14

For further information please contact our advising consultant Roger George on 0171 247 7444. Alternatively, send your CV, quoting the relevant reference number to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JH. Fax: 0171 247 7476, email: rgp@mcgregor-boyall.co.uk

McGregor Boyall

Business & Technology selection for Financial Markets